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**THE INFLUENCE OF MOTIVATION, WORKING CONDITION
AND ORGANIZATIONAL COMMITMENT ON
PERFORMANCE OF CIVIL SERVICE IN NIGERIA**



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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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**THE INFLUENCE OF MOTIVATION, WORKING CONDITION
AND ORGANIZATIONAL COMMITMENT ON
PERFORMANCE OF CIVIL SERVICE IN NIGERIA**



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**A Thesis submitted to the Ghazali Shafie Graduate School of Government
in fulfillment of the requirement for the award of Doctor of Philosophy
Universiti Utara Malaysia**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
(College of Law, Government and International Studies)
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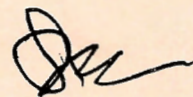
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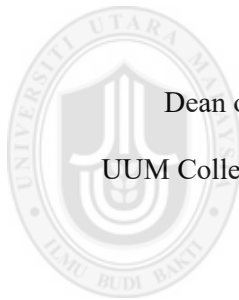


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Kedah Darul Aman

ABSTRAK

Kajian ini meneliti pengaruh motivasi (intrinsik dan ekstrinsik), keadaan kerja (persekitaran fizikal, psikososial, dan keseimbangan kerja), dan komitmen organisasi (afektif, normatif, dan penerusan) terhadap prestasi (tugas dan kontekstual) dengan pengantara keadilan organisasi ditanggap. Data telah dikutip dengan mengedarkan sebanyak 432 set soal selidik kepada penjawat-penjawat awam di Negeri Sokoto Nigeria. Algoritma *Partial Least Squares Method* (PLS) dan teknik *bootstrap* digunakan untuk menguji hipotesis kajian. Dapatan kajian membuktikan bahawa terdapat hubungan seperti yang telah dijangkakan. Khususnya, motivasi intrinsik, motivasi ekstrinsik, dan komitmen afektif yang berkait secara signifikan dan positif dengan prestasi tugas dan kontekstual baik. Walau bagaimanapun, persekitaran fizikal, persekitaran psikososial, keseimbangan kerja-hidup, komitmen normatif, dan komitmen berterusan mempunyai hubungan yang signifikan dan negatif dengan kedua-dua prestasi tugas dan kontekstual. Di samping itu, keadilan organisasi didapati berkait secara signifikan dan positif dengan prestasi tugas dan kontekstual baik. Lebih-lebih lagi, motivasi intrinsik dan ekstrinsik, persekitaran psikososial, komitmen afektif, dan komitmen berterusan berkait secara signifikan dan positif dengan keadilan organisasi yang dianggap baik. Tambahan pula, keputusan pengantara menunjukkan bahawa ketiga-tiga pengantara pada tahap konstruk dan 10 daripada 16 hipotesis adalah signifikan. Keseluruhannya, penemuan kajian ini menunjukkan bahawa pemboleh ubah kajian ini adalah penting bagi mempengaruhi prestasi tugas dan kontekstual pekerja. Sehubungan itu, organisasi perlu memberikan motivasi yang mencukupi, persekitaran kerja yang mesra, dan komitmen serta layanan yang adil kepada pekerja dengan tujuan untuk meningkatkan prestasi mereka. Sumbangan, batasan, dan implikasi kajian juga kemudiannya telah dibincangkan.

Kata kunci: Prestasi pekerja, motivasi, komitmen organisasi, keadilan organisasi ditanggap, keadaan kerja

ABSTRACT

This study examined the influence of motivation (intrinsic and extrinsic), working conditions (physical environment, psychosocial and work-life balance) and organizational commitment (affective, normative, and continuance) on performance (task and contextual) with the mediating role of perceived organizational justice. Data were collected by administering 432 sets of questionnaire to civil servants in Sokoto State Nigeria. Partial Least Squares Method (PLS) algorithm and bootstrap techniques were used to test the hypotheses. The results provided support for some of the hypothesized relationships in the study. Specifically, intrinsic motivation, extrinsic motivation, and affective commitment were significantly and positively related to task and contextual performance. However, physical environment, psychosocial environment, work-life balance, normative and continuance commitment were significantly and negatively related to both task and contextual performance. Additionally, perceived organizational justice was significantly and positively related to task and contextual performance. More so, intrinsic and extrinsic motivation, psychosocial environment, affective and continuance commitments were significantly and positively related to perceived organizational justice. Furthermore, the results of mediation indicated that all three mediations at the construct level and 10 out of 16 dimensional hypotheses were significant. Taken together, these findings suggest that the variables are important in influencing an employee's task and contextual performance. As such, organizations should provide adequate motivation, a friendly working environment and commitment as well as fair treatment of workers with a view in enhancing their performance. Contributions, limitations and implications were then discussed.

Keywords: Employee performance, motivation, organizational commitment, perceived organizational justice, working conditions

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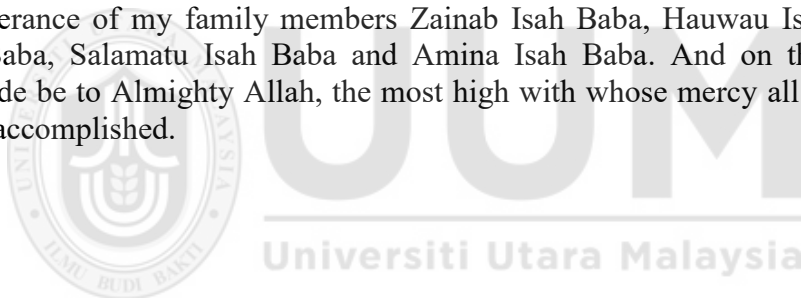


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LIST OF ABBREVIATIONS

AF	Affective Commitment
APER	Annual Performance Evaluation Report
ANOVA	Analysis of Variance
AMOS	Analysis of Moment Structure
ASCON	Administrative Staff College of Nigeria
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CC	Continua Commitment
CMD	Center for Management Development
CMV	Common Method Variance
COLGIS	College of Law, Government and International Studies
CPD	Continuous Professional Development
CR	Composite Reliability
DV	Dependent Variable
EM	Extrinsic Motivation
EP	Employee Performance
EU	European Union
HCM	Hierarchical Component Model
HDI	Human Development Index
HOC	Higher Order Component
HRP	Human Resource Practice
GDP	Gross Domestic Product
GNPC	Ghana National Petroleum Corporation
IJ	Intraactional Justice
IM	Intrinsic motivation
ITF	Industrial Training Fund
IV	Independent Variable
MT	Motivation
NBS	National Bureau of Statistics
NC	Normative Commitment
NCEMA	National Centre for Economic Management and Administration

NCHD	National Commission for Human Development
NIPSS	National Institute for Policy and Strategic Studies
NLC	Nigerian Labor Congress
NMB	National Manpower Board
NNCI	Nigeria National Council of Nigeria
NPC	National Productivity Centre
LOC	Lower Order Components
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
OJ	Organizational Justice
PC	Physical Environment
PLC	Public Liability Company
PLS	Partial Least Square
PPIB	Productivity Price and Income Board
PPS	Probability Proportionate to Size
PS	Psychosocial Environment
PSM	Public service motivation
PSP	Product Service Providers
SE	Standard Error
SEM	Structural Equation Method
SMS	Short Message Service
SPSS	Statistical Package for Social Sciences
UNIDO	United Nation Industrial and Development Organization
UNDP	United Nations Development Program
UUM	University Utara Malaysia
US	United State
VAF	Variance Accounted For
VIF	Variance Inflation Factor
WC	Working Conditions

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent times, societies all over the globe are struggling to improve their well-being through the development of accountable civil service for the active and efficient provision of social services (Anazodo, Okoye & Chukwuemeka, 2012). This became necessary due to the deplorable nature of employee performance noticed in public organizations (Oladimeji & Oluwasegun, 2012). For this reason, public organizations need to have a very firm workforce for it to improve employee performance. This becomes essential due to the fact that no institution, public or private can stand or attain high performance without employees (Diana, 2015). The employees should be well qualified, committed and ready to move the organization forward (Rashid, 2012). Not only that, the organization should be fair to the workers and provide conducive working conditions and motivation for the workers (Ghorbanpour 2014; Opu, 2008). Organizations both public and private have goals to achieve which can only be realized through employee performance (Abbah, 2014; Imran, 2013). This shows that employees are the most valued resources in the organization due to the fact that employees determine its success or failure (Iqbal, Ijaz, Latif & Mushtaq, 2015; Diana, 2015). This is the reason why scholars like Hameed and Abdul (2011) argued that, organizations spend a huge amount of money on employee development and performance.

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Appendix A Research Questionnaire



UUM
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Dear Respondent,

ACADEMIC RESEARCH QUESTIONNAIRE

I am a PhD student in the above mentioned University, currently conducting a research on titled “The influence of perceived organizational justice on the relationship between motivation, working condition and organizational commitment and performance of the civil service in Nigeria”. I appreciate it if you would assist me by providing objective and sincere answers to the questions as there is no right or wrong answers. All information provided will be treated as private and confidential. It will be solely used for academic purposes.

Thanks

Yours sincerely,

Abubakar Isah Baba
PhD Research Candidate,

SECTION A: Demographic Information

Please tick (✓) the most appropriate option that best describe your background

A. Gender

- ☐ Male
☐ Female

B. Age

- ☐ 21-30 years, ☐ 31-40yrs, ☐ 41-50yrs, ☐ 51yrs and above

C. Marital Status

- ☐ Married, ☐ Single

D. Working experience

- ☐ 1-5 years
☐ 6-10 years
☐ 11-15 years
☐ 16-20 years
☐ 21-25 years
☐ 26- 30years
☐ 31 years above

E. Qualification

- ☐ Secondary certificate
☐ Diploma/ NCE
☐ Degree/ HND
☐ Master Degree
☐ Post Graduate/PGD
☐ PhD

F. Nature of Job

- ☐ Administrative/ professional class
☐ Executive/ Technical class
☐ Secretarial class
☐ Clerical/ Junior Technical/ Sub-Technical class
☐ Miscellaneous

G. Department

- ☐ Administration and Supplies/ Human Resource management Department
☐ Finance and Account Department
☐ Planning, Research and Statistics ☐ Others

H. Status/ Position/ Rank

- ☐ Junior Staff (01- 06)
☐ Senior Staff (07- 12)
☐ Management/ Administrative Staff (13- 15)
☐ Directorate (15-17)



Part B: Employee performance

Below are statements that describe your performance based on *Task* and *Contextual Performance* for the past three years. Please kindly tick (✓) the number that accurately describes your agreement or disagreement with the statement. (1) Strongly disagree (2) Moderately disagree (3) Disagree (4) Undecided (5) Agree (6) Moderately agree (7) strongly agree

No	Statements	1	2	3	4	5	6	7
Task Performance								
1	I managed to plan my work so that it was done on time							
2	My planning is optimal							
3	I kept in mind the results that I had to achieve in my work							
4	I was able to separate main issues from the side issues at work							
5	I knew how to set the right priorities							
6	I was able to perform my work well with minimal time and efforts							
7	Collaboration with others was very productive							
Contextual Performance								
1	I took on extra responsibilities							
2	I started new tasks myself, where my old ones were finished							
3	I took on challenging work tasks when available							
4	I worked at keeping my job knowledge up-to-date							
5	I worked at keeping my job skills up-to-date							
6	I came with creative solutions to new problems							
7	I kept looking for new challenges in my job							
8	I did more than was expected of me							
9	I actively participated in work meetings							
10	I actively looked for ways to improve my performance at work							

Section C: Motivation

Below are statements that describe the motivation provided by your organization in terms of *intrinsic and extrinsic motivation*. Please kindly tick (✓) the number that accurately describes your agreement or disagreement with the statement. (1) Strongly disagree (2) Moderately disagree (3) Disagree (4) Undecided (5) Agree (6) Moderately agree (7) Strongly agree

No	Statements	1	2	3	4	5	6	7
	Intrinsic Motivation							
1	I have responsibilities related to my work.							
2	My colleagues appreciate me for what I did for my work.							
3	I believe that I have full authority to do my job.							
4	I believe that work which I have done is a respectable job.							
5	I see myself as an important employee of the organization.							
6	I have the right to decide on a subject related to my work.							
7	There is a suitable physical condition in my environment of work.							
	Extrinsic Motivation							
1	My organization provides sufficient equipment and supplies							
2	There is an opportunity for promotion in my work.							
3	My superior helps me to solve disagreement with my colleagues.							
4	I get extra pay for high performance.							
5	I am not awarded due to high performance.							
6	My colleagues are always with me in solving personal and family problems.							
7	I believe I will be retiring from this organization.							
8	I think that, I get enough fees from my work.							

Section D: Working Condition

Below are statements that describe working condition provided in your organization based on *physical, psycho-social and work-life balance*. Please kindly tick (✓) the number that accurately describes your agreement or disagreement with the statement. (1) Strongly disagree (2) Moderately disagree (3) Disagree (4) Undecided (5) Agree (6) Moderately agree (7) strongly agree

No.	Statements	1	2	3	4	5	6	7
	Physical Environment							
1	The furniture I have is comfortable, flexible to adjust, easy to rearrange or reorganize.							
2	The office is devoid of unnecessary noise							
3	The working space area is sufficient and roomy enough							
4	The Room or office, I operate from is well illuminated							
5	The temperature in the room or office, I operate from is appropriate							
	Psycho-social Environment							
1	I frequently meet with my supervisor about my personal development							
2	My supervisor respects the co-worker's opinions							
3	My role and responsibilities are clearly stated							
4	My job requires the performance of a range of tasks							
5	The supervisor informs employees about important decisions, changes or plans for the future							
6	I can rely on my supervisor/ line manager to help me out of problems							
	Work -Life Balance							
1	Due to work related duties, I keep on making changes to my plans for family activities.							
2	The Demands of my work interfere with my home and family life							
3	The amount of time my job takes up makes it difficult to fulfil family responsibilities							
4	My job produces strain that makes it difficult to fulfil family duties							
5	The amount of time my job takes up makes it difficult to fulfill extracurricular responsibilities							
6	My job produces strain that makes it difficult to fulfill my extracurricular activities							

7	Due to work-related duties, I have to make changes to my plans for extracurricular activities							
8	The demands of my work interfere with my extracurricular activities							

Section E: Organizational Commitment

Below are statements that describe your commitment to organizational goals based on affective, normative and continuance commitment. Please kindly tick (✓) the number that accurately describes your agreement or disagreement with the statement. (1) Strongly disagree (2) Moderately disagree (3) Disagree (4) Undecided (5) Agree (6) Moderately agree (7) strongly agree

No.	Statements	1	2	3	4	5	6	7
	Affective Commitment							
1	I would be very happy to spend the rest of my career with this organization							
2	I enjoy discussing my organization with people outside it							
3	I really feel as if this organization's problems are my own							
4	I think that I could easily become as attached to another organization as I am to this one							
5	I feel like part of the family at my organization							
6	I feel emotionally attached to this organization							
7	This organization has a great personal meaning for me							
8	I feel a strong sense of belonging to my organization							
	Normative Commitment							
1	I think that people these days move from organization to organization too often							
2	Things were better in the days when people stayed in one organization for most careers							
3	Even if got another offer for a better job elsewhere, I will not feel it right to leave my organization.							
4	I believe that a person must always be loyal to his or her organization.							

5	Jumping from organization to organization does not seem at all unethical to me.							
6	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.							
7	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization							
8	I was taught to believe in the value of remaining loyal to one organization.							
	Continuance Commitment							
1	I am not afraid of what might happen if I quit my job without another one lined up.							
2	It would be very hard for me to leave my organization now.							
3	Too much in my life would be distrusted if I decide to leave my organization now.							
4	It wouldn't be too costly for me to leave my organization now							
5	Right now, staying with my organization is a matter of necessity as much as desire							
6	I feel that I have few options to consider leaving this organization.							
7	One of the few serious consequences of leaving this organization would be the security of available alternatives.							
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.							

Section F: Perceived Organizational Justice

Below are statements that describe your view about justice perception in the organization based on *distributive, procedural and interactional justice*. Please kindly tick (✓) the number that accurately describes your agreement or disagreement with the statement. (1) Strongly disagree (2) Moderately disagree (3) Disagree (4) Undecided (5) Agree (6) Moderately agree (7) strongly agree

No.	Statements	1	2	3	4	5	6	7
	Distributive Justice							
1	My work schedule is fair.							
2	I think that my level of pay is fair							
3	I consider my workload to be quite fair.							
4	Overall, the rewards I receive here are quite fair.							
5	I feel that my job responsibilities are fair.							
	Procedural Justice							
1	Job decisions are made by my organization in an unbiased manner.							
2	My organization makes sure that all employee concerns are heard before job decisions are made							
3	To make job decisions, my organization collects accurate and complete information.							
4	My organization clarifies decisions and provides additional information when requested by employees.							
5	All job decisions are applied consistently across all affected employees.							
6	Employees are allowed to challenge or appeal job decisions made by the organization.							
	Interactional Justice							
1	When decisions are made about my job, the superior treats me with kindness and consideration.							
2	When decisions are made about my job, the superior treats me with respect and dignity							
3	When decisions are made about my job, the superior is sensitive to my personal needs.							
4	When decisions are made about my job, the superior deals with me in a truthful manner							

5	When decisions are made about my job, the superior shows concern for my rights as an employee.							
6	Concerning decisions made about my job, the superior discusses the implications of the decisions with me							
7	The superior offers adequate justification for decisions made about my job							
8	When making decisions about my job, the superior offers explanations that make sense to me							
9	My superior explains very clearly any decision made about my job							



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Appendix B

Missing Value Replacement

	N	Mean	Std. Deviation	Missing		No. of Extremes ^a	
				Count	Percent	Low	High
tp1	432	5.14	1.637	0	0.0	16	0
tp2	430	5.68	1.595	2	.5	29	0
tp3	431	5.87	1.505	1	.2	22	0
tp4	432	5.52	1.508	0	0.0	28	0
tp5	429	5.40	1.420	3	.7	16	0
tp6	431	5.36	1.596	1	.2	31	0
tp7	432	4.83	1.612	0	0.0	23	0
cp1	430	4.58	1.741	2	.5	0	0
cp2	431	5.33	1.557	1	.2	29	0
cp3	431	5.63	1.447	1	.2	17	0
cp4	429	5.49	1.723	3	.7	34	0
cp5	431	4.38	1.991	1	.2	0	0
cp6	430	5.91	1.379	2	.5	17	0
cp7	431	5.68	1.550	1	.2	19	0
cp8	431	5.95	1.464	1	.2	21	0
cp9	430	5.47	1.779	2	.5	40	0
cp10	429	5.46	1.673	3	.7	32	0
Im1	430	5.71	1.496	2	.5	21	0
im2	428	6.05	1.305	4	.9	11	0
im3	430	5.88	1.452	2	.5	19	0
im4	429	6.00	1.195	3	.7	9	0
im5	431	5.65	1.574	1	.2	30	0
im6	431	5.75	1.318	1	.2	11	0
im7	430	5.96	1.333	2	.5	13	0
em1	428	5.85	1.275	4	.9	8	0
em2	429	5.58	1.326	3	.7	12	0
em3	431	5.83	1.284	1	.2	12	0
em4	431	5.98	1.188	1	.2	7	0
em5	431	5.98	1.315	1	.2	8	0
em6	431	5.94	1.176	1	.2	6	0
em7	431	5.97	1.192	1	.2	3	0
em8	431	6.12	1.129	1	.2	3	0
pc1	431	5.84	1.270	1	.2	9	0
pc2	431	5.84	1.270	1	.2	6	0
p3	432	5.95	1.199	0	0.0	4	0
pc4	431	6.00	1.235	1	.2	9	0
pc5	430	5.75	1.459	2	.5	19	0
ps1	431	5.58	1.384	1	.2	14	0

ps2	430	5.79	1.275	2	.5	12	0
ps3	431	5.76	1.306	1	.2	10	0
ps4	431	5.67	1.447	1	.2	18	0
ps5	431	5.82	1.306	1	.2	13	0
ps6	431	5.55	1.476	1	.2	21	0
wl1	431	5.90	1.291	1	.2	13	0
wl2	431	5.93	1.336	1	.2	12	0
wl3	431	5.80	1.355	1	.2	13	0
wl4	431	5.87	1.312	1	.2	6	0
wl5	431	5.83	1.378	1	.2	13	0
wl6	431	5.66	1.379	1	.2	12	0
wl7	431	5.58	1.337	1	.2	13	0
wl8	432	5.67	1.292	0	0.0	11	0
af1	431	5.68	1.352	1	.2	13	0
af2	431	5.86	1.201	1	.2	5	0
af3	431	5.25	1.609	1	.2	0	0
af4	431	5.32	1.518	1	.2	26	0
af5	431	5.27	1.657	1	.2	0	0
af6	431	5.51	1.406	1	.2	16	0
af7	430	5.49	1.389	2	.5	18	0
af8	431	5.79	1.295	1	.2	8	0
nc1	431	5.35	1.589	1	.2	0	0
nc2	430	5.77	1.400	2	.5	18	0
nc3	431	5.25	1.556	1	.2	0	0
nc4	431	5.40	1.506	1	.2	24	0
nc5	431	5.28	1.492	1	.2	11	0
nc6	431	5.35	1.472	1	.2	22	0
nc7	431	5.09	1.628	1	.2	15	0
nc8	432	4.69	2.117	0	0.0	0	0
cc1	430	5.04	1.657	2	.5	21	0
Cc2	432	5.15	1.486	0	0.0	8	0
cc3	431	5.38	1.391	1	.2	16	0
cc4	432	5.44	1.361	0	0.0	15	0
cc5	431	5.66	1.332	1	.2	14	0
cc6	431	5.51	1.432	1	.2	21	0
cc7	432	5.44	1.488	0	0.0	25	0
cc8	430	5.17	1.637	2	.5	0	0
dj1	432	4.96	1.669	0	0.0	27	0
dj2	432	5.10	1.597	0	0.0	17	0
dj3	432	5.54	1.467	0	0.0	19	0
dj4	431	5.39	1.447	1	.2	18	0
dj5	432	5.47	1.504	0	0.0	26	0
pj1	432	5.74	1.422	0	0.0	19	0
pj2	432	5.59	1.354	0	0.0	14	0
pj3	432	5.94	1.115	0	0.0	4	0

pj4	432	5.29	1.584	0	0.0	0	0
pj5	432	5.77	1.395	0	0.0	21	0
pj6	432	5.48	1.357	0	0.0	13	0
ij1	432	5.44	1.574	0	0.0	29	0
ij2	432	5.66	1.351	0	0.0	12	0
ij3	432	4.59	1.756	0	0.0	0	0
ij4	432	5.35	1.557	0	0.0	29	0
ij5	432	5.64	1.446	0	0.0	17	0
ij6	432	5.50	1.718	0	0.0	34	0
ij7	432	4.40	1.981	0	0.0	0	0
ij8	432	5.92	1.363	0	0.0	17	0
ij9	432	5.35	1.471	0	0.0	22	0

a. Number of cases outside the range ($Q1 - 1.5 \cdot IQR$, $Q3 + 1.5 \cdot IQR$).

Data point= 41040

MV= 96

missing value = $96/41040 \cdot 100 = 0.2333$



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Appendix C

Harman's Single-Factor

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	26.693	28.098	28.098	26.693	28.098	28.098
2	7.227	7.607	35.706	7.227	7.607	35.706
3	4.006	4.216	39.922	4.006	4.216	39.922
4	2.913	3.067	42.989	2.913	3.067	42.989
5	2.602	2.739	45.728	2.602	2.739	45.728
6	2.395	2.521	48.249	2.395	2.521	48.249
7	2.140	2.252	50.501	2.140	2.252	50.501
8	1.981	2.085	52.586	1.981	2.085	52.586
9	1.890	1.989	54.575	1.890	1.989	54.575
10	1.701	1.790	56.365	1.701	1.790	56.365
11	1.672	1.760	58.125	1.672	1.760	58.125
12	1.658	1.745	59.871	1.658	1.745	59.871
13	1.567	1.650	61.520	1.567	1.650	61.520
14	1.439	1.515	63.035	1.439	1.515	63.035
15	1.364	1.436	64.471	1.364	1.436	64.471
16	1.271	1.338	65.809	1.271	1.338	65.809
17	1.238	1.303	67.112	1.238	1.303	67.112
18	1.182	1.244	68.356	1.182	1.244	68.356
19	1.137	1.197	69.553	1.137	1.197	69.553
20	1.109	1.168	70.721	1.109	1.168	70.721
21	1.048	1.103	71.823	1.048	1.103	71.823
22	1.031	1.086	72.909	1.031	1.086	72.909
23	1.015	1.068	73.977	1.015	1.068	73.977
24	.934	.983	74.960			
25	.907	.955	75.915			
26	.868	.914	76.829			
27	.816	.859	77.688			
28	.793	.835	78.524			
29	.779	.820	79.344			
30	.758	.798	80.142			
31	.718	.756	80.897			
32	.689	.725	81.622			
33	.674	.710	82.332			
34	.646	.680	83.012			

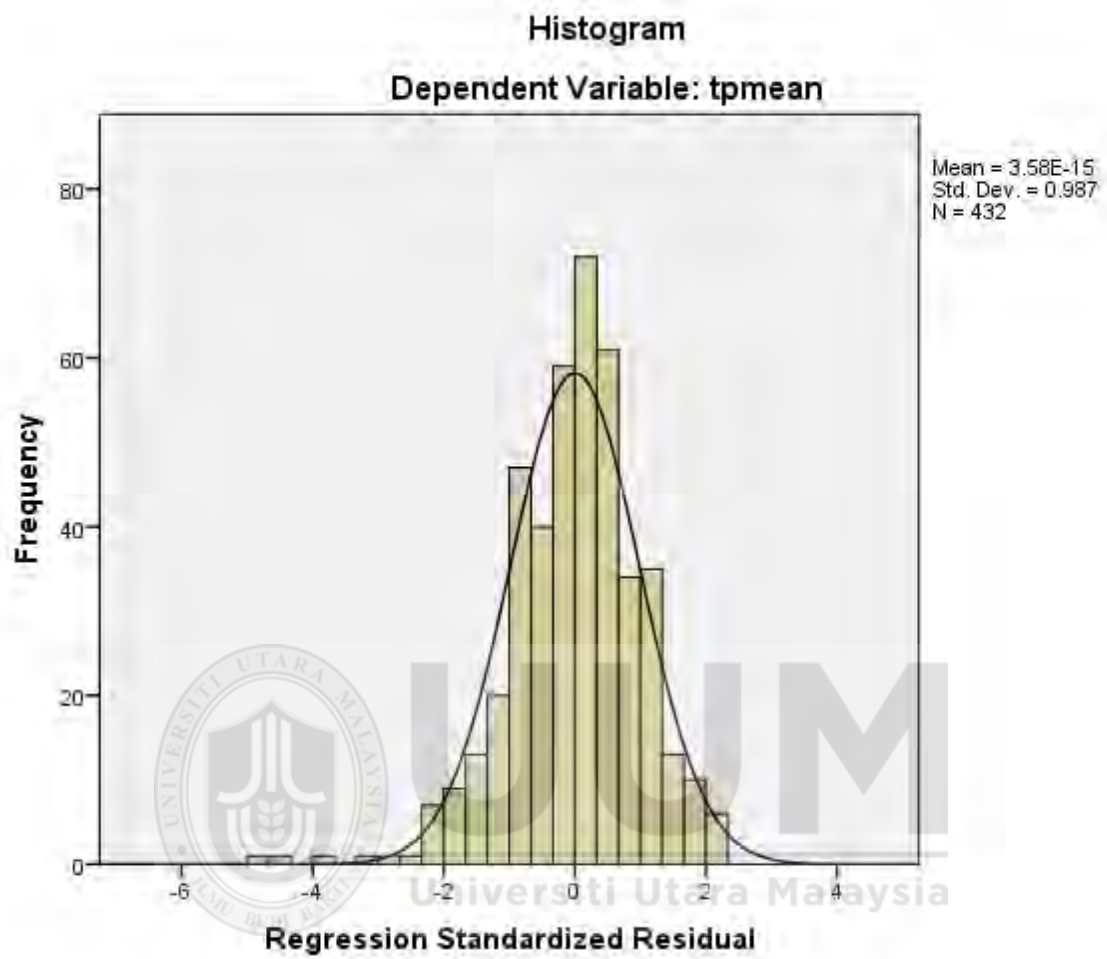
35	.635	.669	83.680			
36	.621	.654	84.334			
37	.583	.613	84.948			
38	.577	.608	85.555			
39	.543	.572	86.127			
40	.539	.568	86.695			
41	.518	.545	87.240			
42	.502	.528	87.768			
43	.468	.493	88.261			
44	.456	.480	88.741			
45	.453	.477	89.218			
46	.449	.473	89.691			
47	.442	.465	90.156			
48	.419	.441	90.597			
49	.399	.420	91.017			
50	.395	.416	91.433			
51	.380	.400	91.833			
52	.371	.391	92.224			
53	.362	.381	92.605			
54	.352	.371	92.976			
55	.345	.363	93.340			
56	.332	.349	93.689			
57	.326	.343	94.032			
58	.307	.323	94.355			
59	.298	.314	94.669			
60	.292	.307	94.977			
61	.283	.298	95.274			
62	.273	.287	95.562			
63	.271	.285	95.847			
64	.259	.272	96.119			
65	.249	.263	96.382			
66	.243	.256	96.637			
67	.238	.250	96.888			
68	.225	.237	97.124			
69	.221	.233	97.357			
70	.206	.217	97.574			
71	.199	.210	97.784			
72	.189	.199	97.983			
73	.189	.199	98.181			
74	.177	.186	98.368			
75	.170	.179	98.546			
76	.165	.174	98.720			

77	.157	.165	98.885			
78	.151	.159	99.044			
79	.146	.153	99.198			
80	.139	.146	99.344			
81	.129	.136	99.479			
82	.120	.126	99.605			
83	.107	.113	99.718			
84	.079	.084	99.802			
85	.076	.080	99.882			
86	.048	.050	99.932			
87	.031	.032	99.964			
88	.027	.028	99.992			
89	.007	.008	100.000			
90	4.722E-11	4.970E-11	100.000			
91	3.529E-14	3.715E-14	100.000			
92	3.752E-16	3.950E-16	100.000			
93	9.375E-17	9.869E-17	100.000			
94	8.077E-18	8.502E-18	100.000			
95	-9.274E-17	-9.762E-17	100.000			

Extraction Method: Principal Component Analysis.

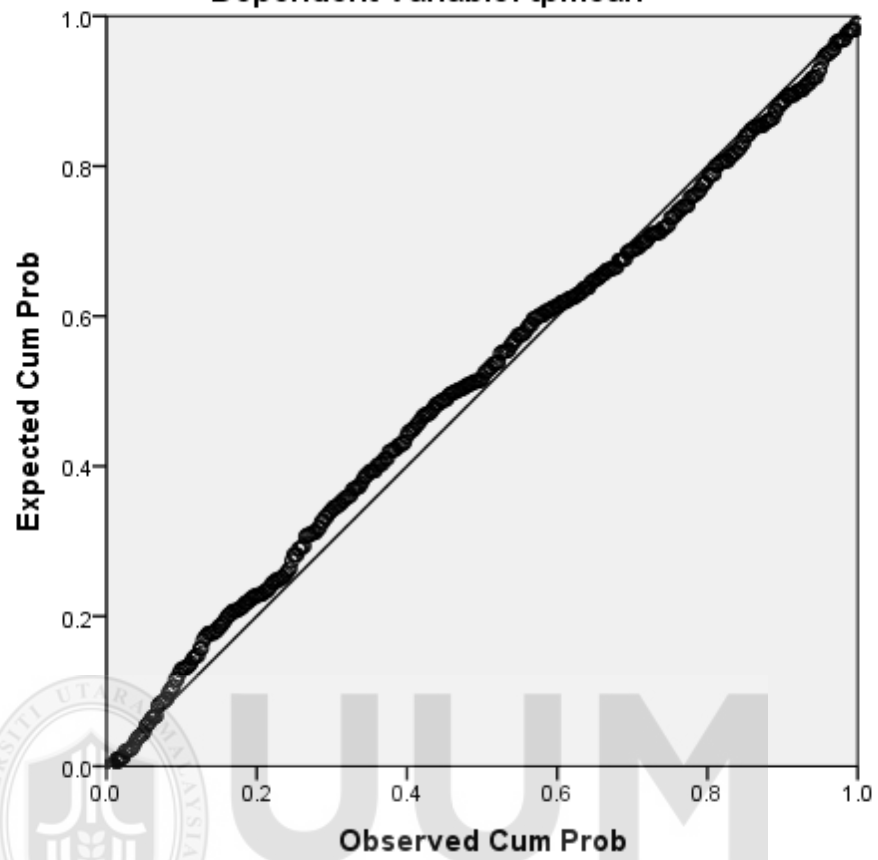
Appendix D

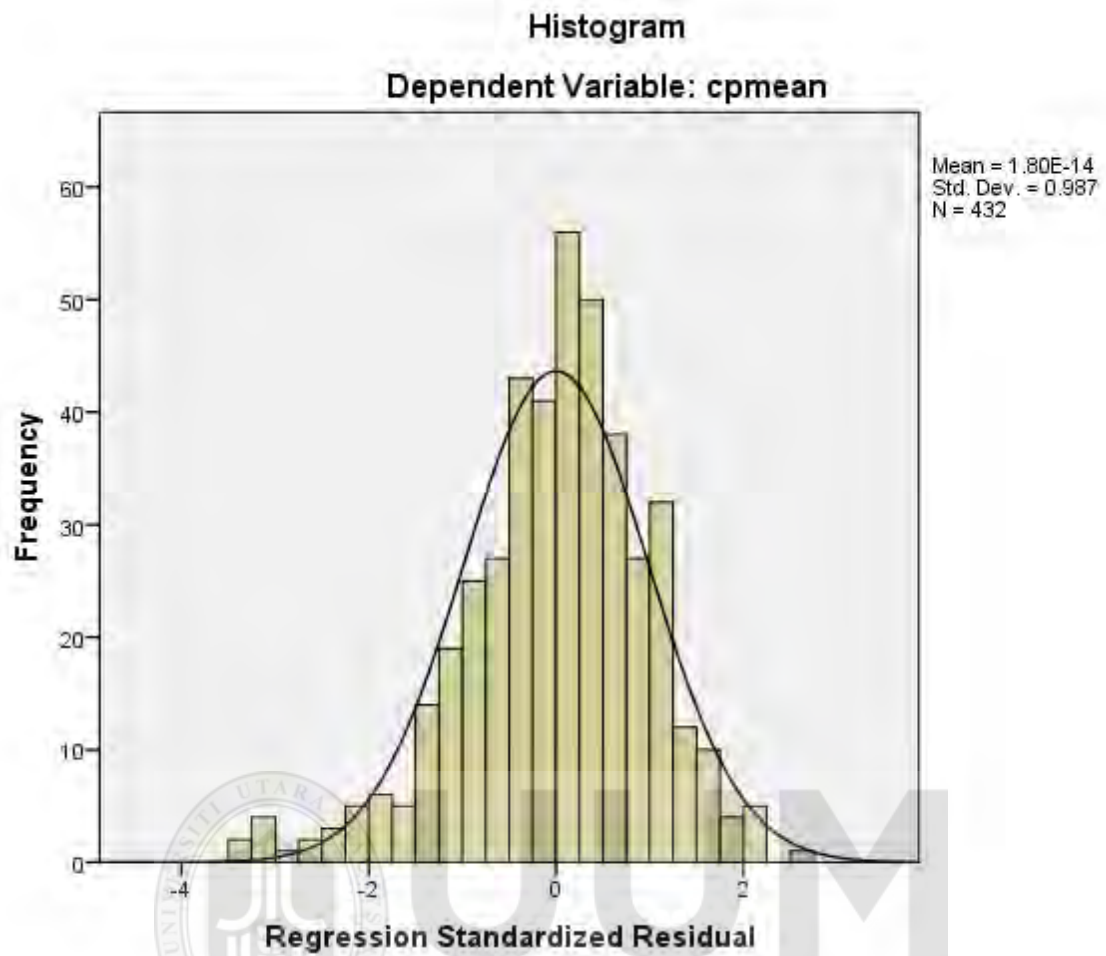
Univariates analysis



Normal P-P Plot of Regression Standardized Residual

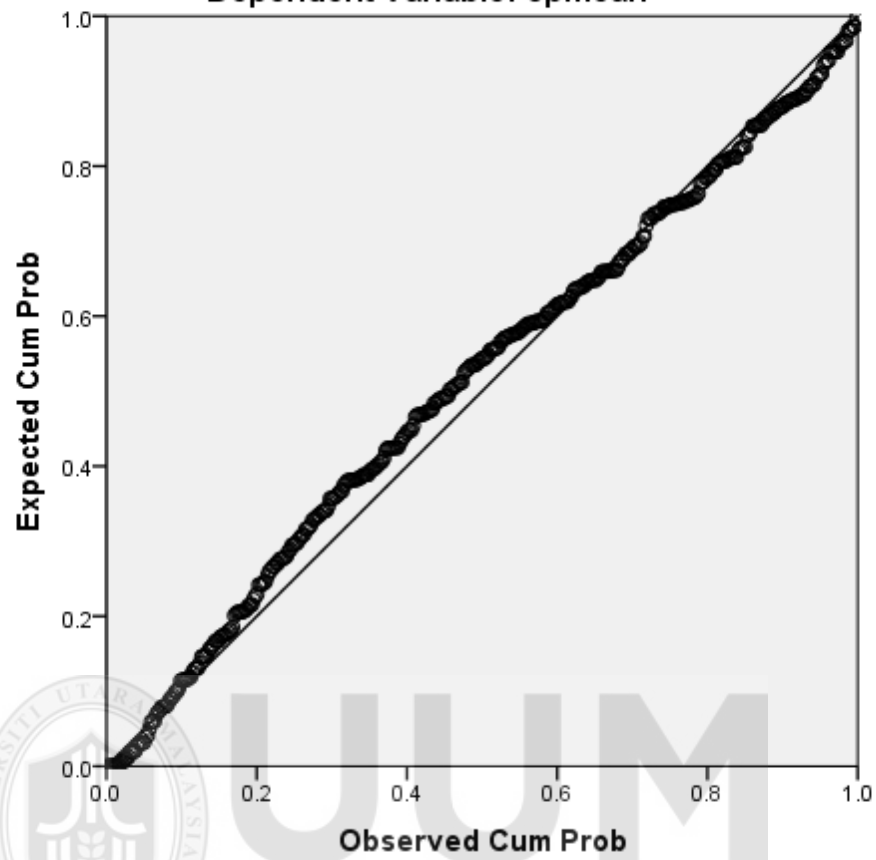
Dependent Variable: tpmean



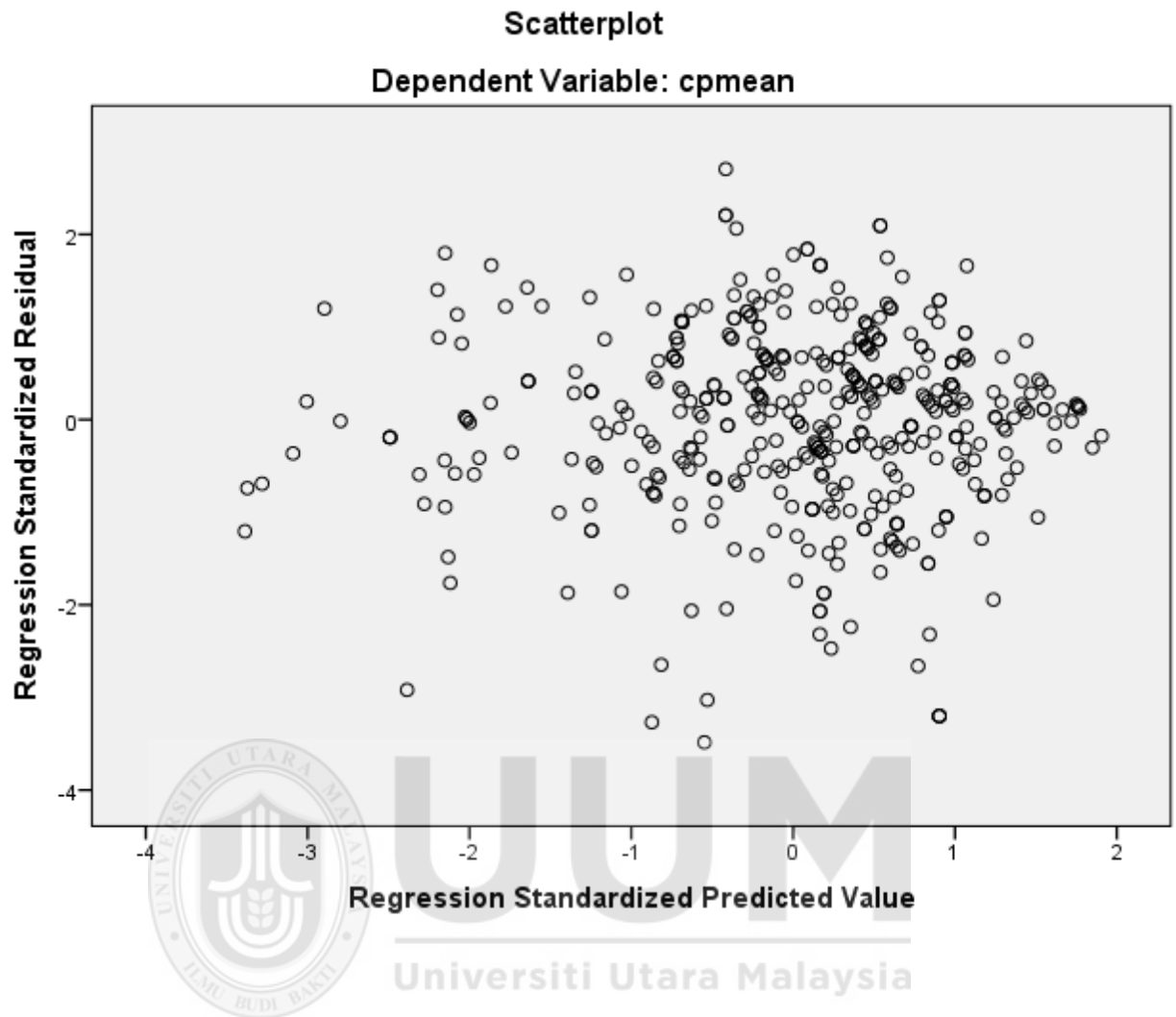


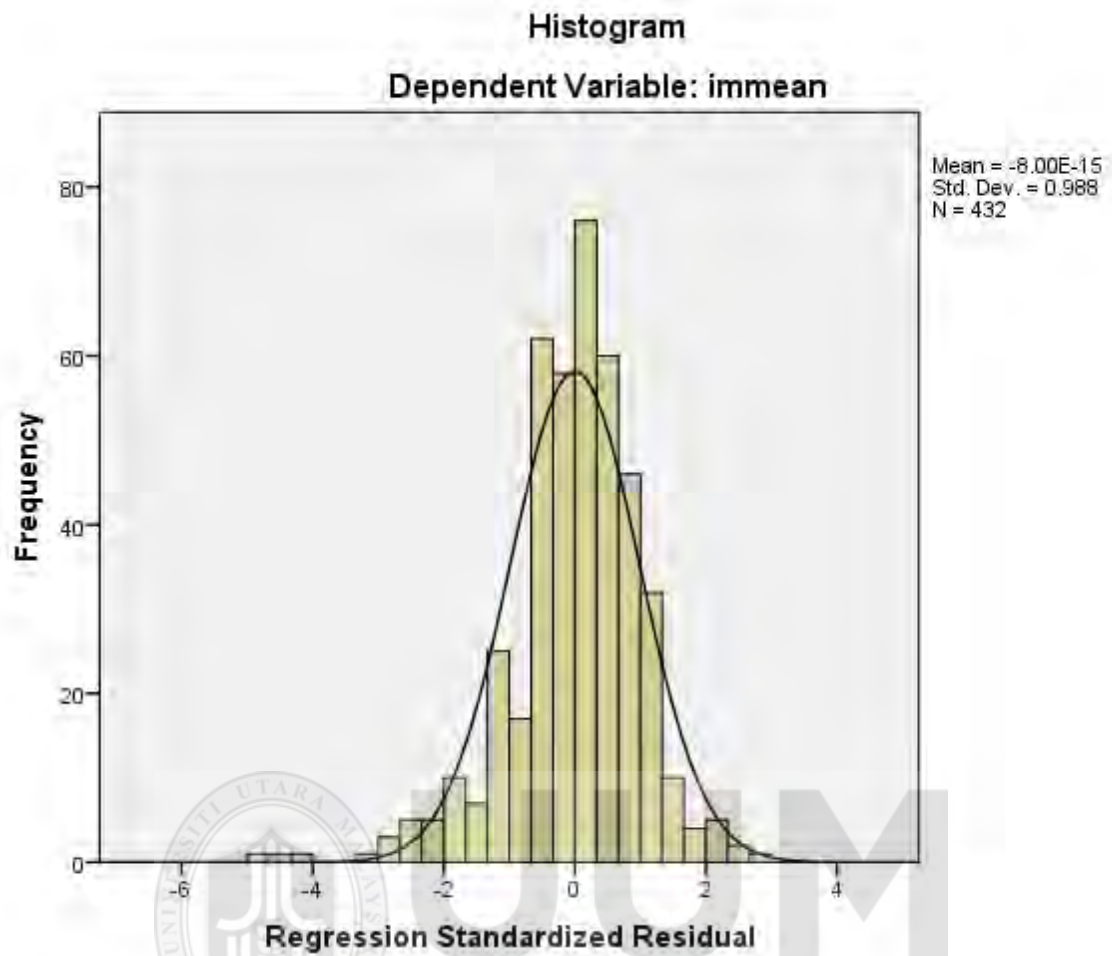
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: cpmean



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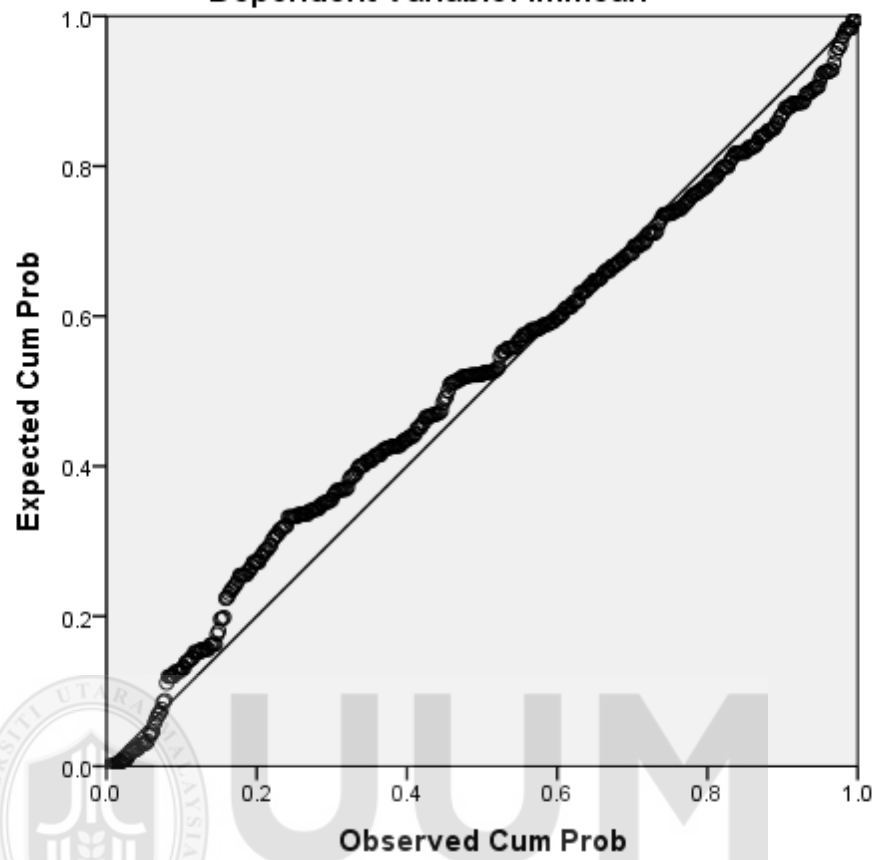




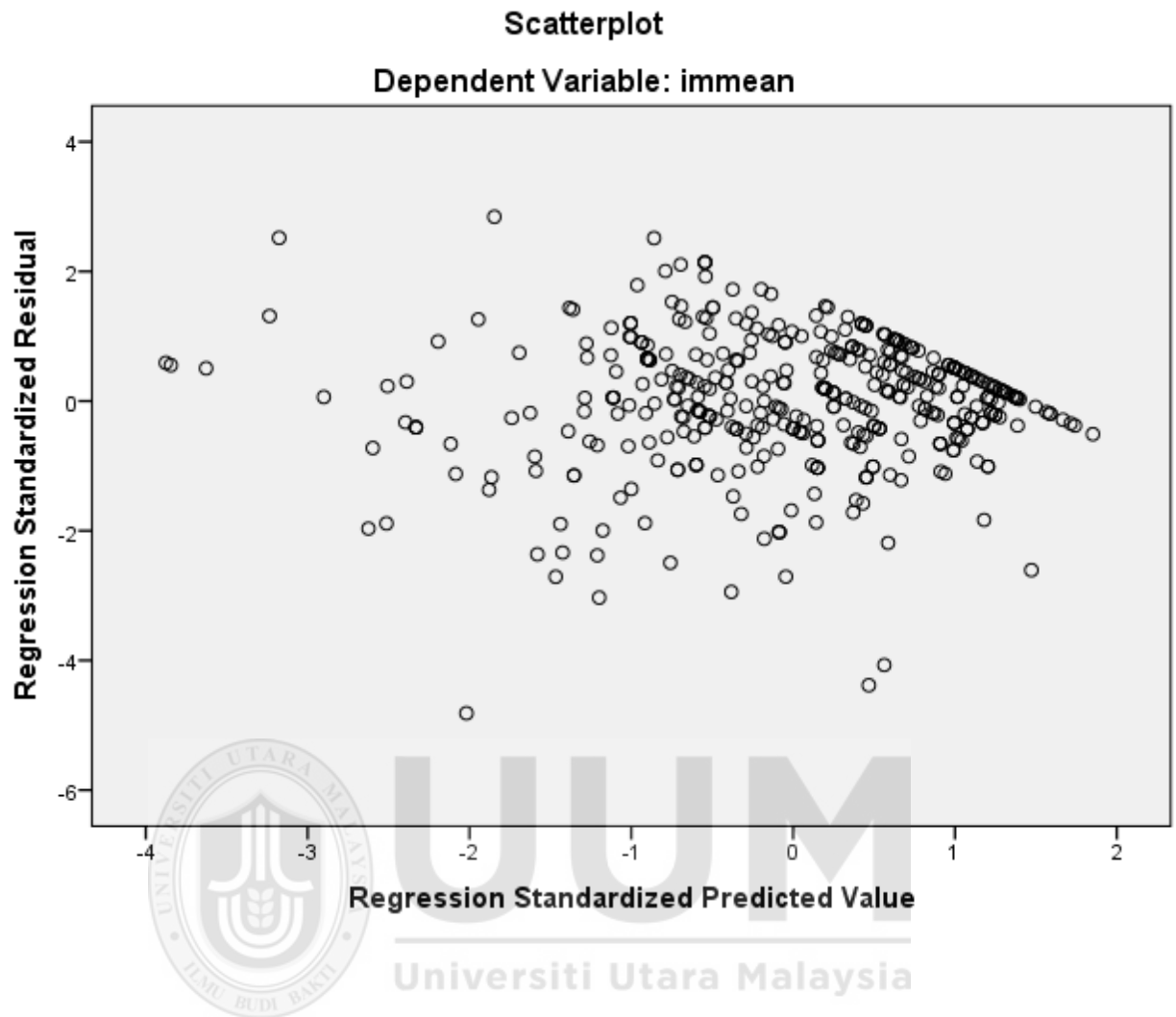
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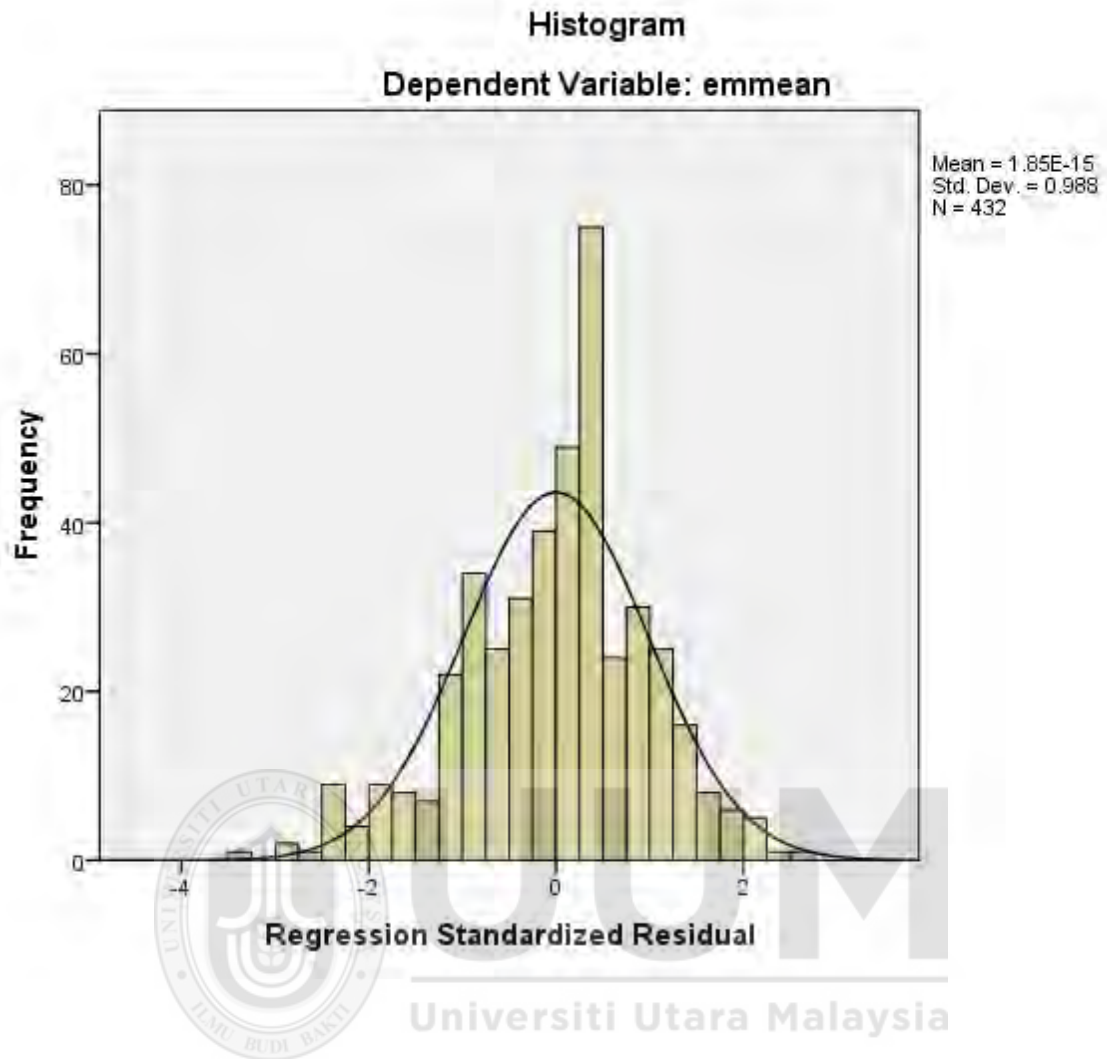
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: immean



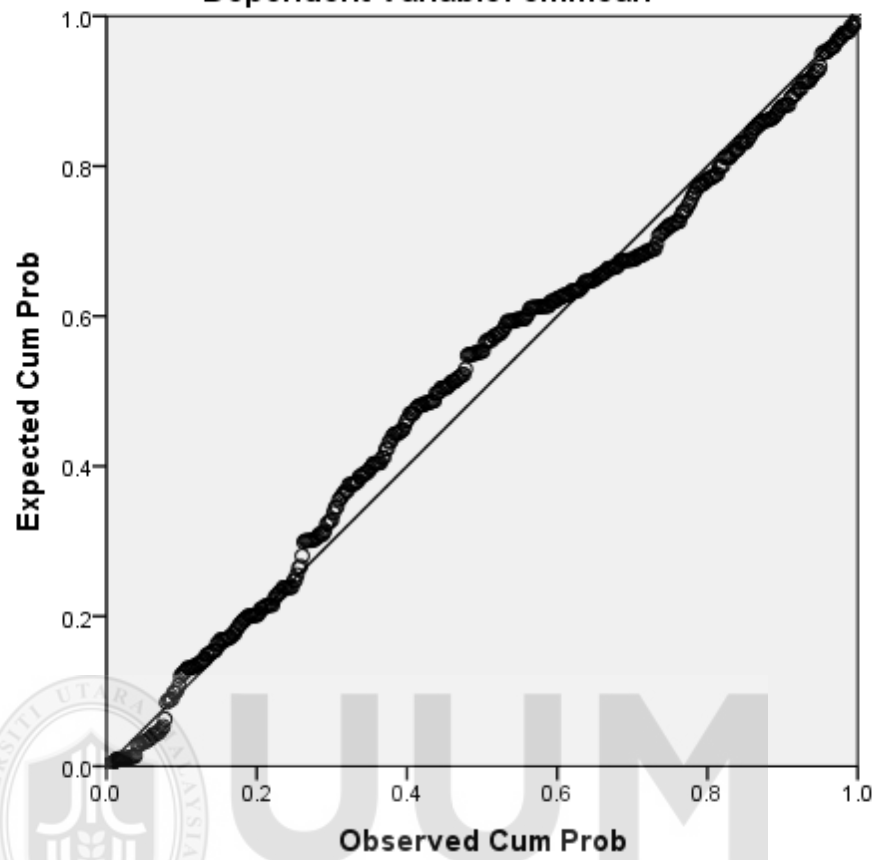
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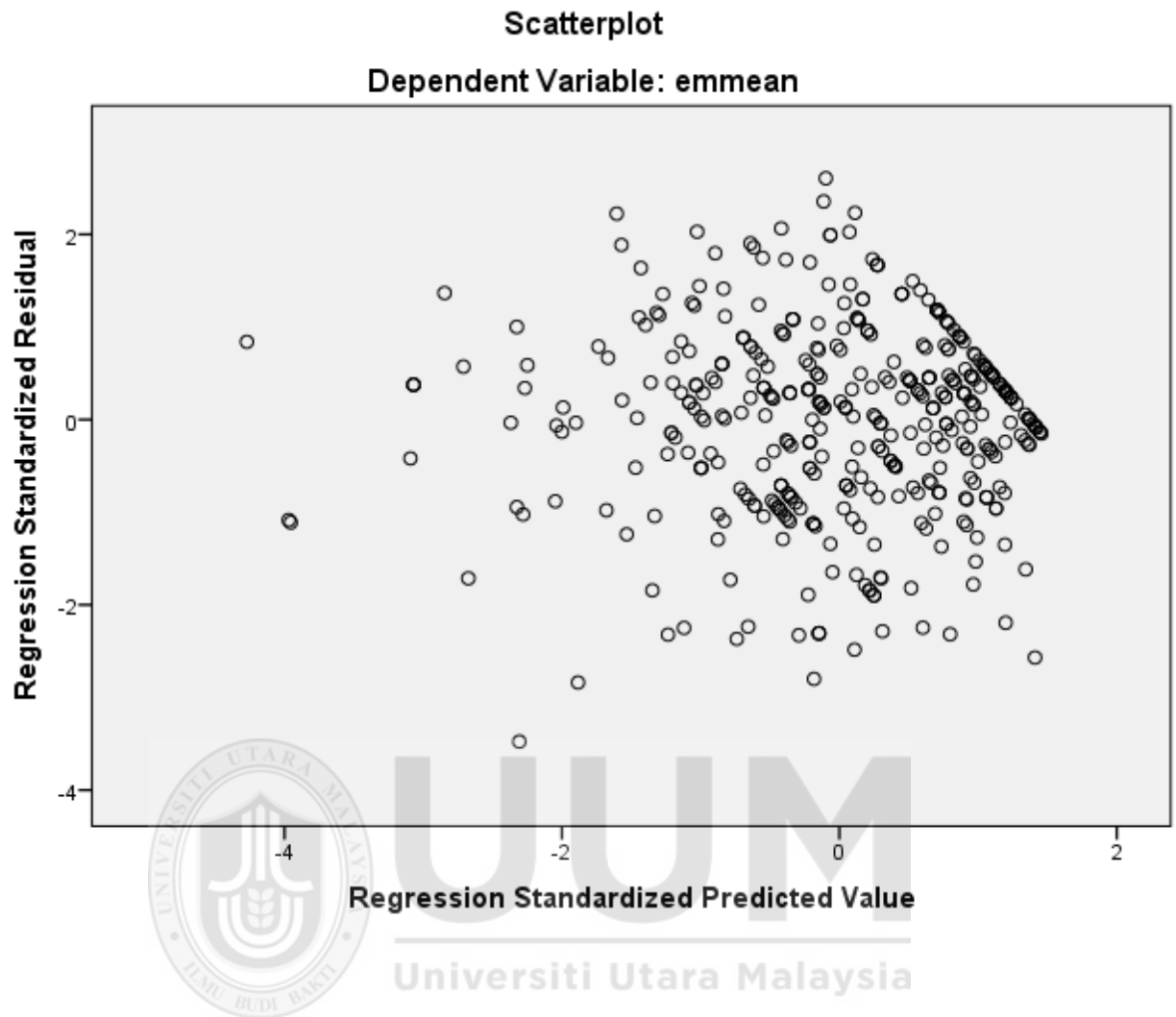


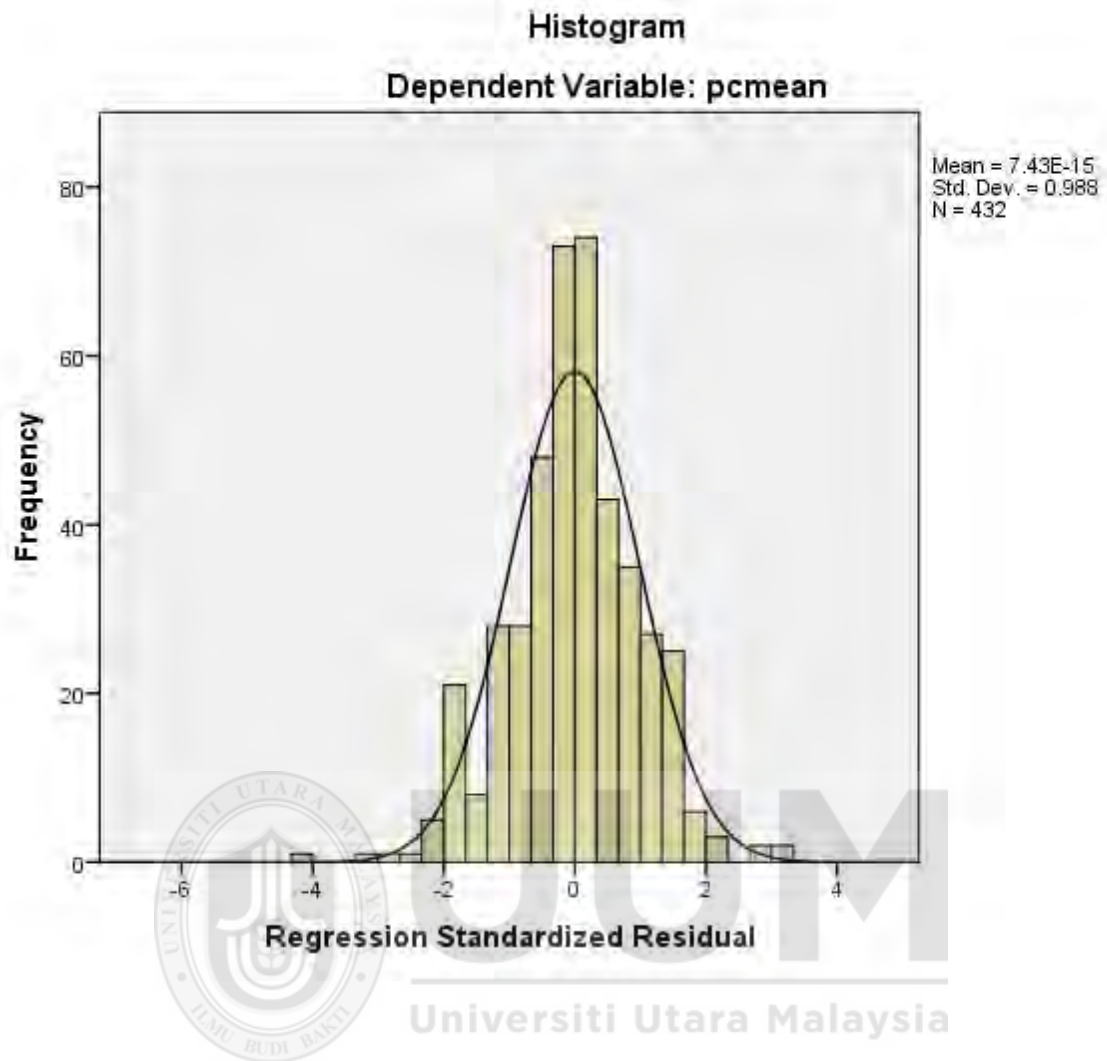


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: emmean

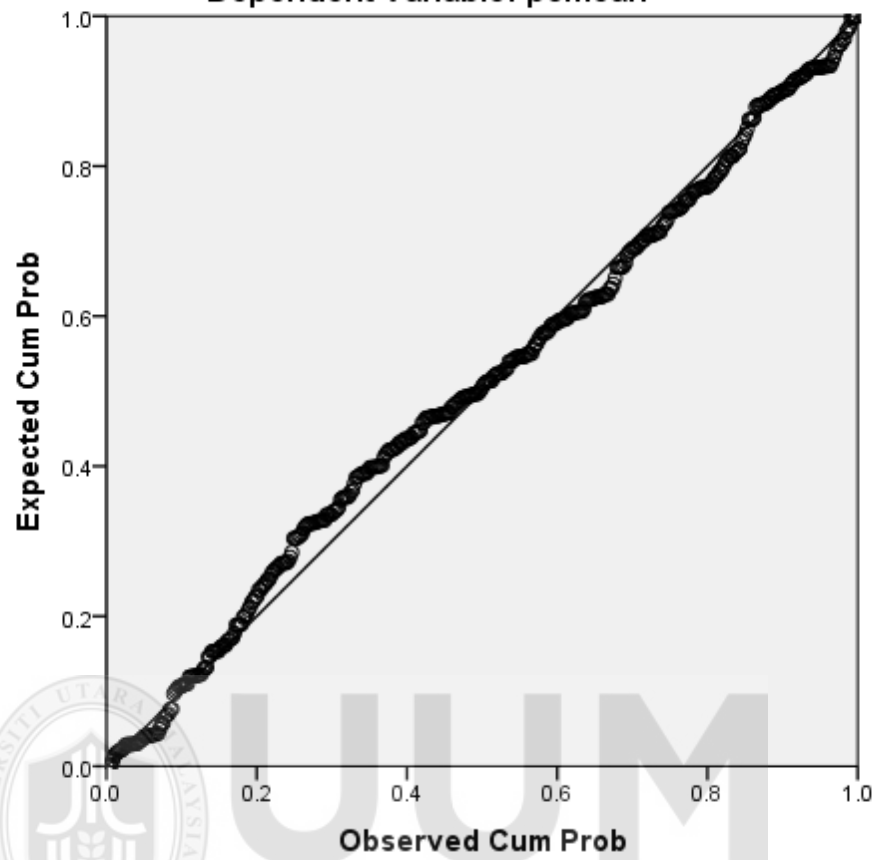


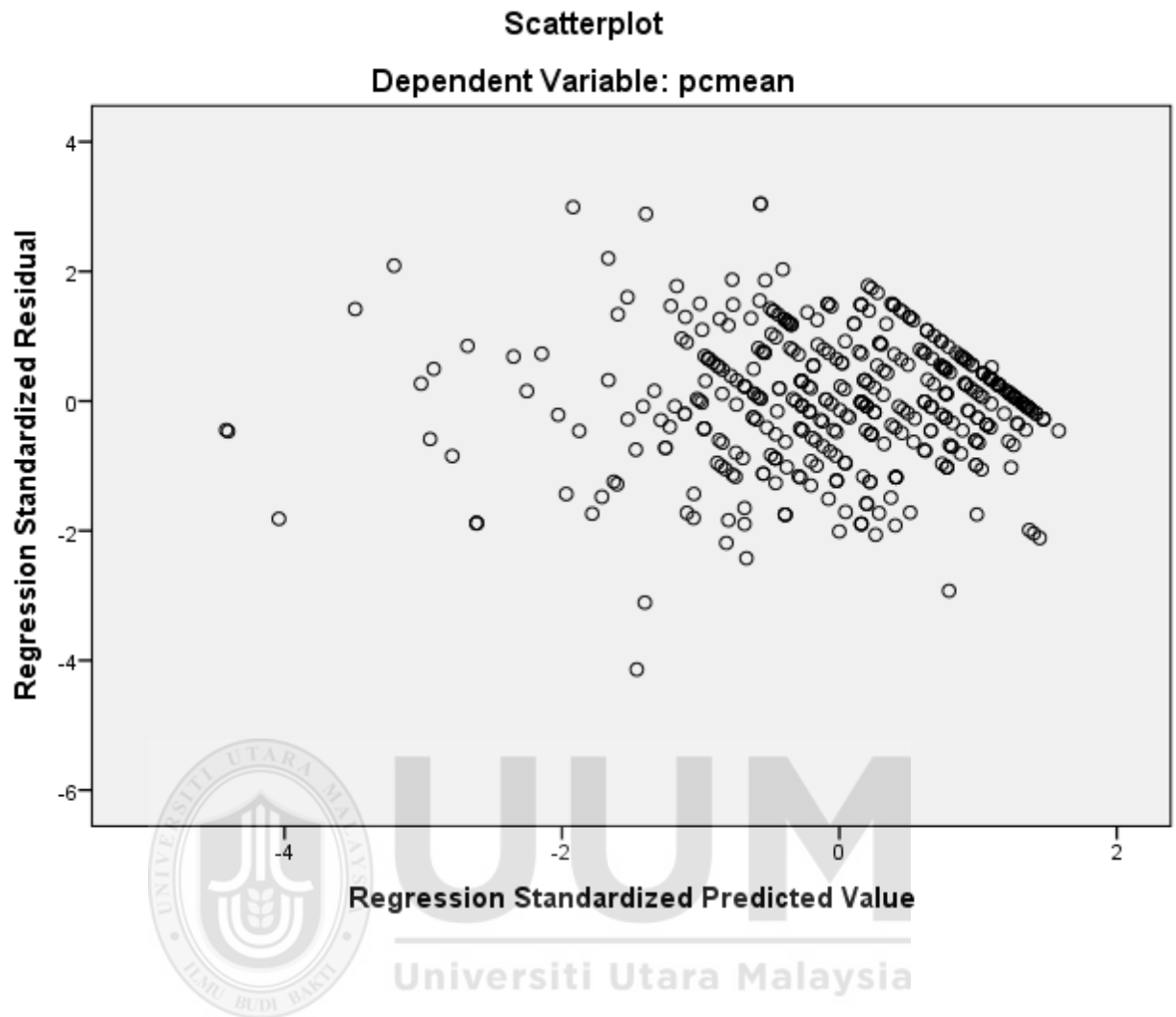


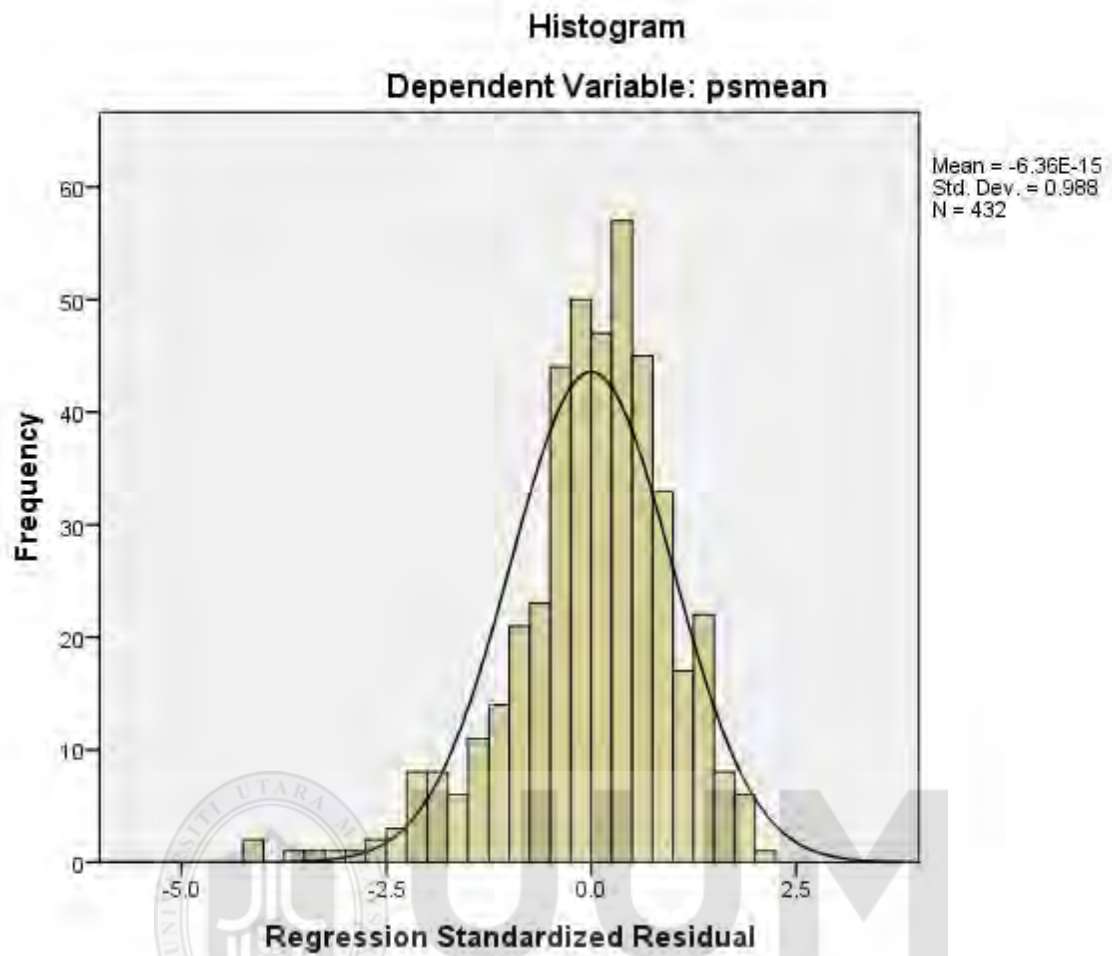


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: pcmean



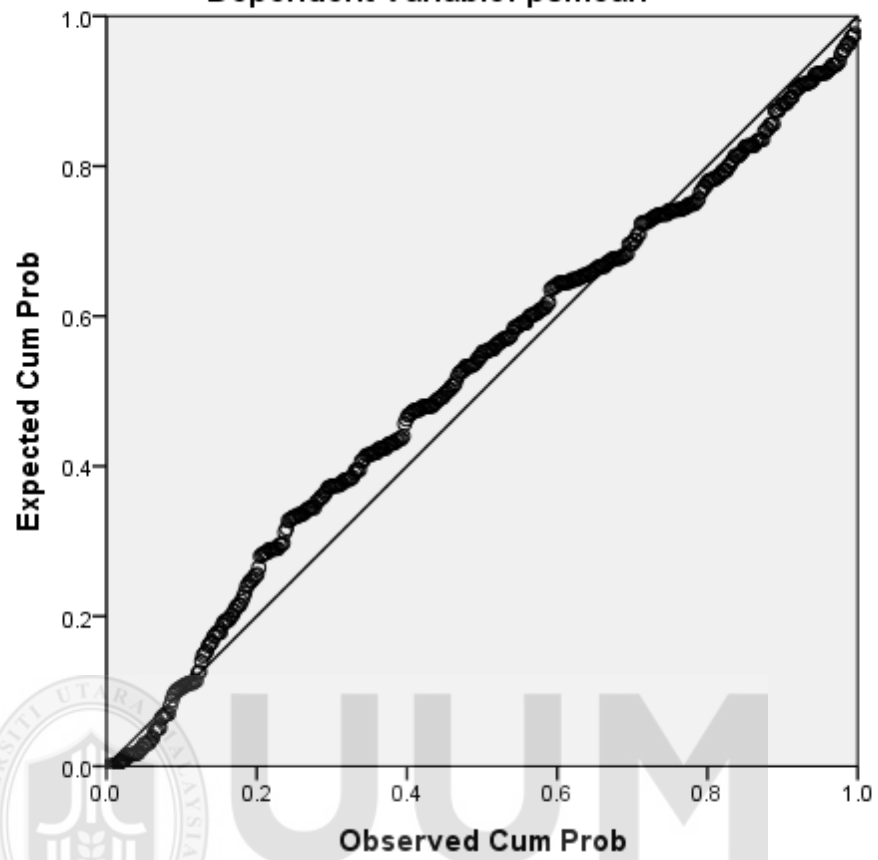


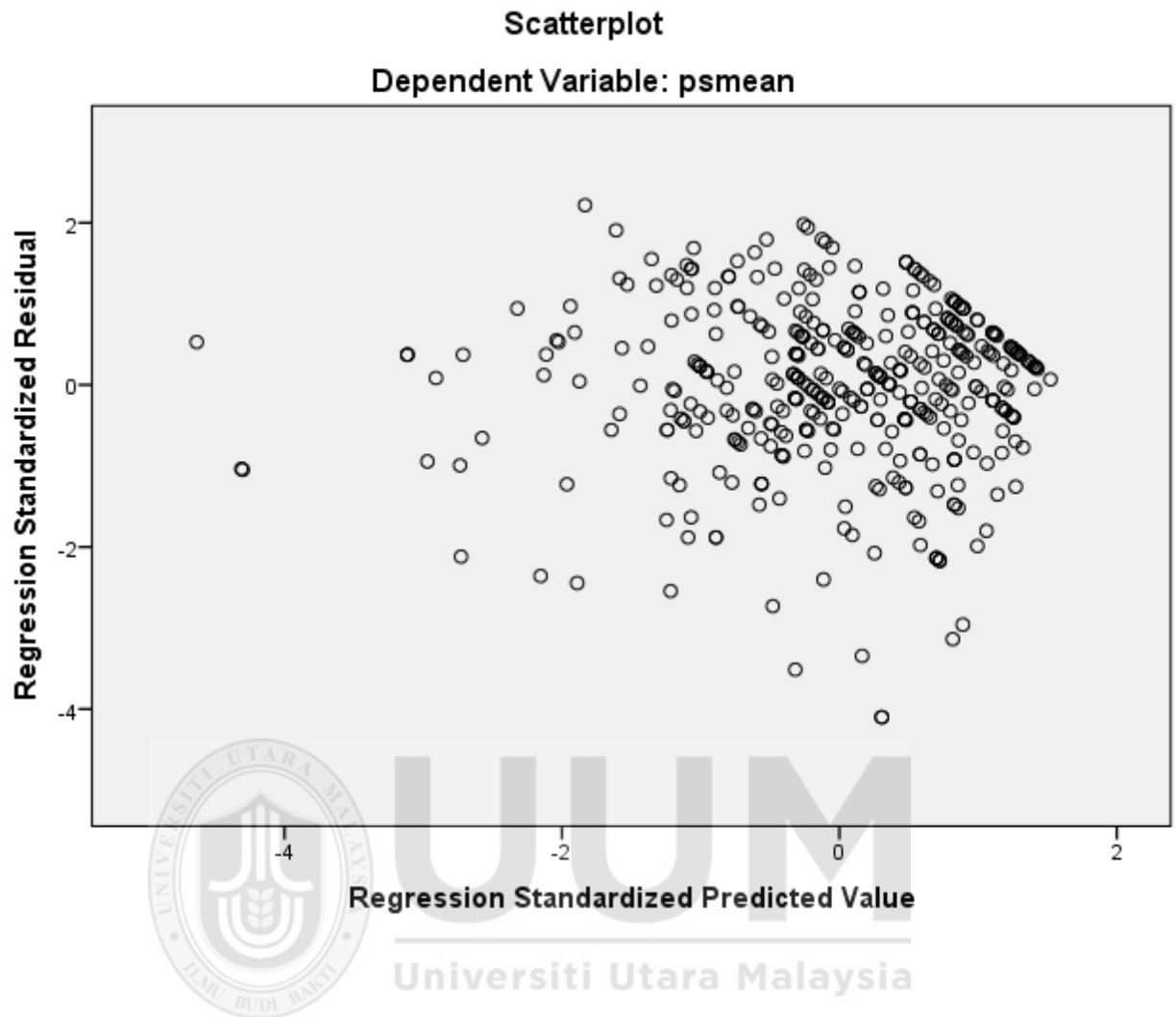


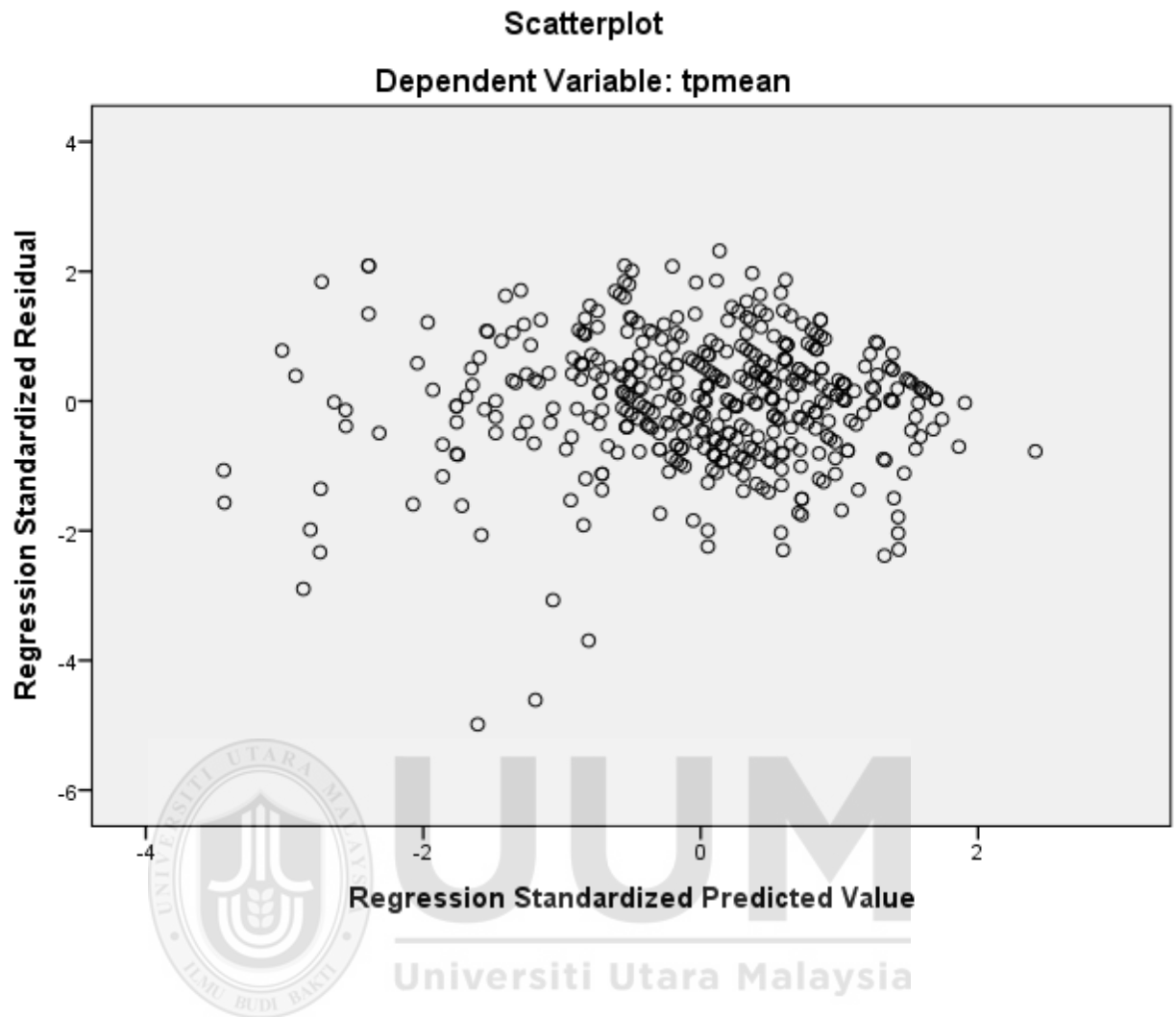
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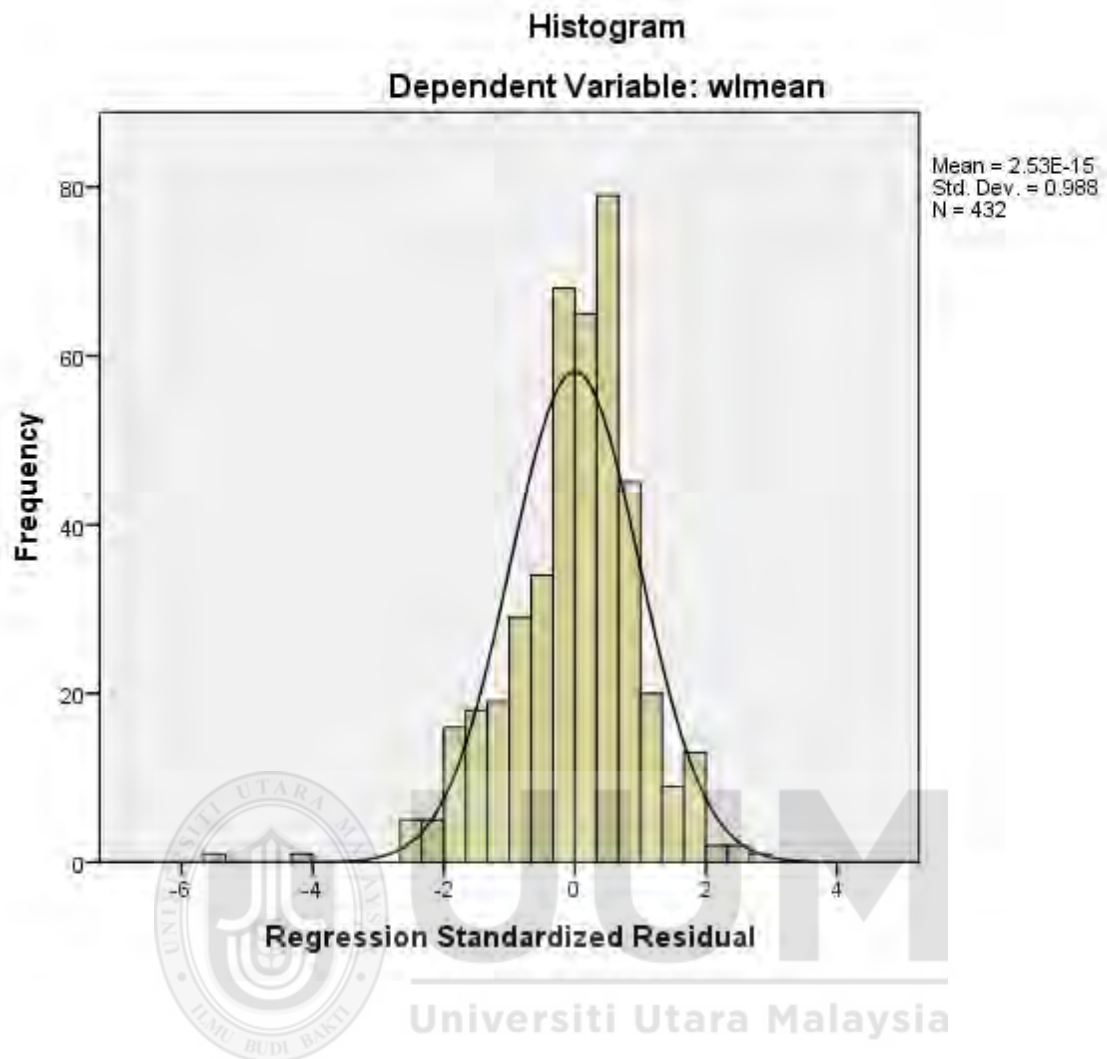
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: psmean



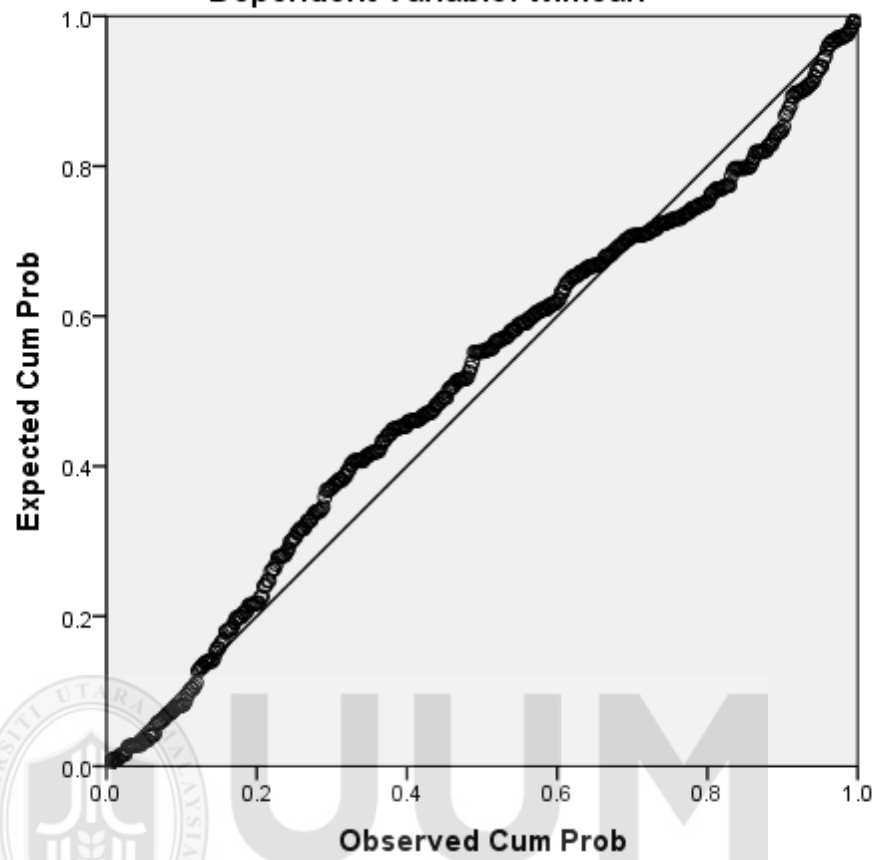


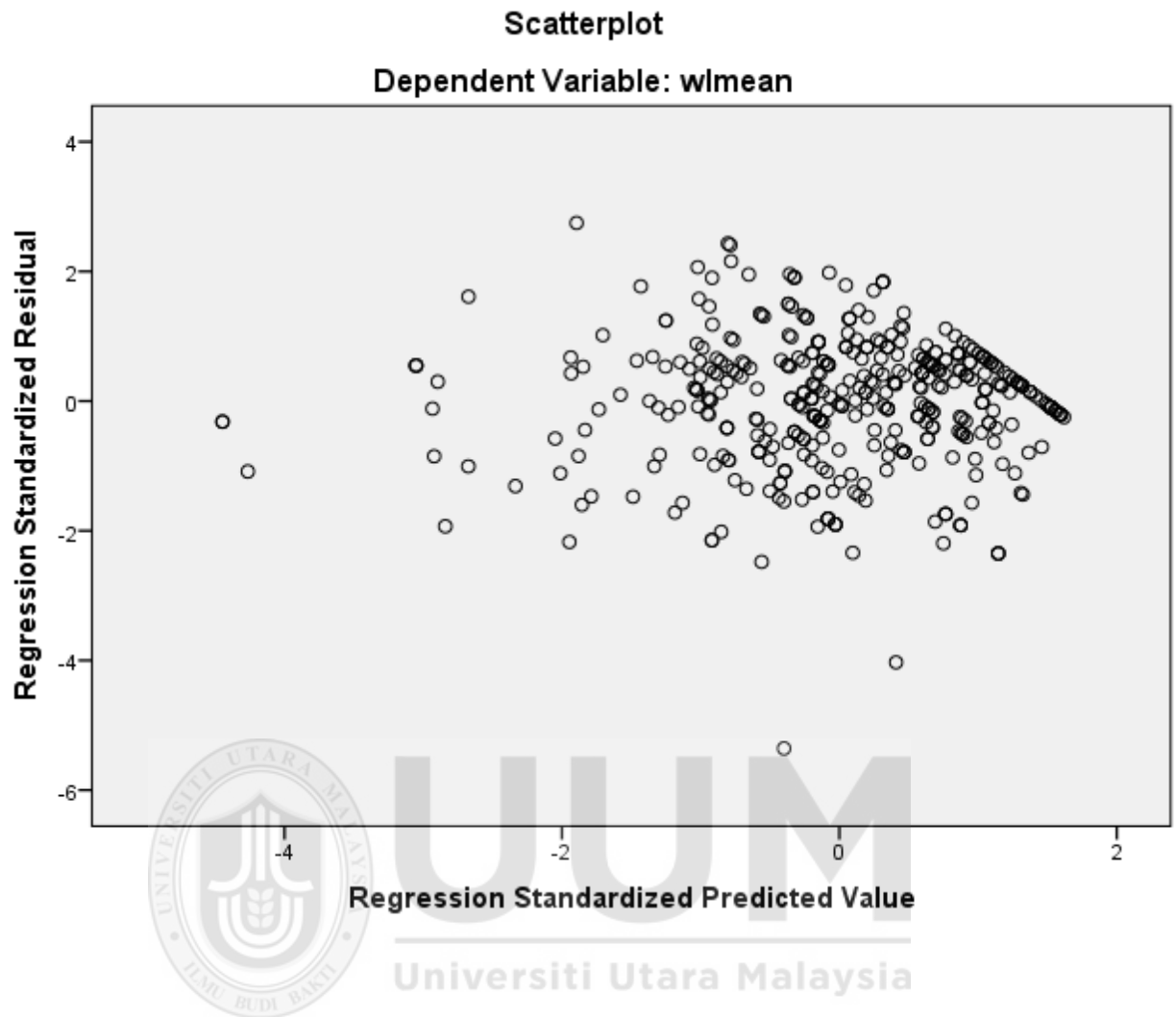


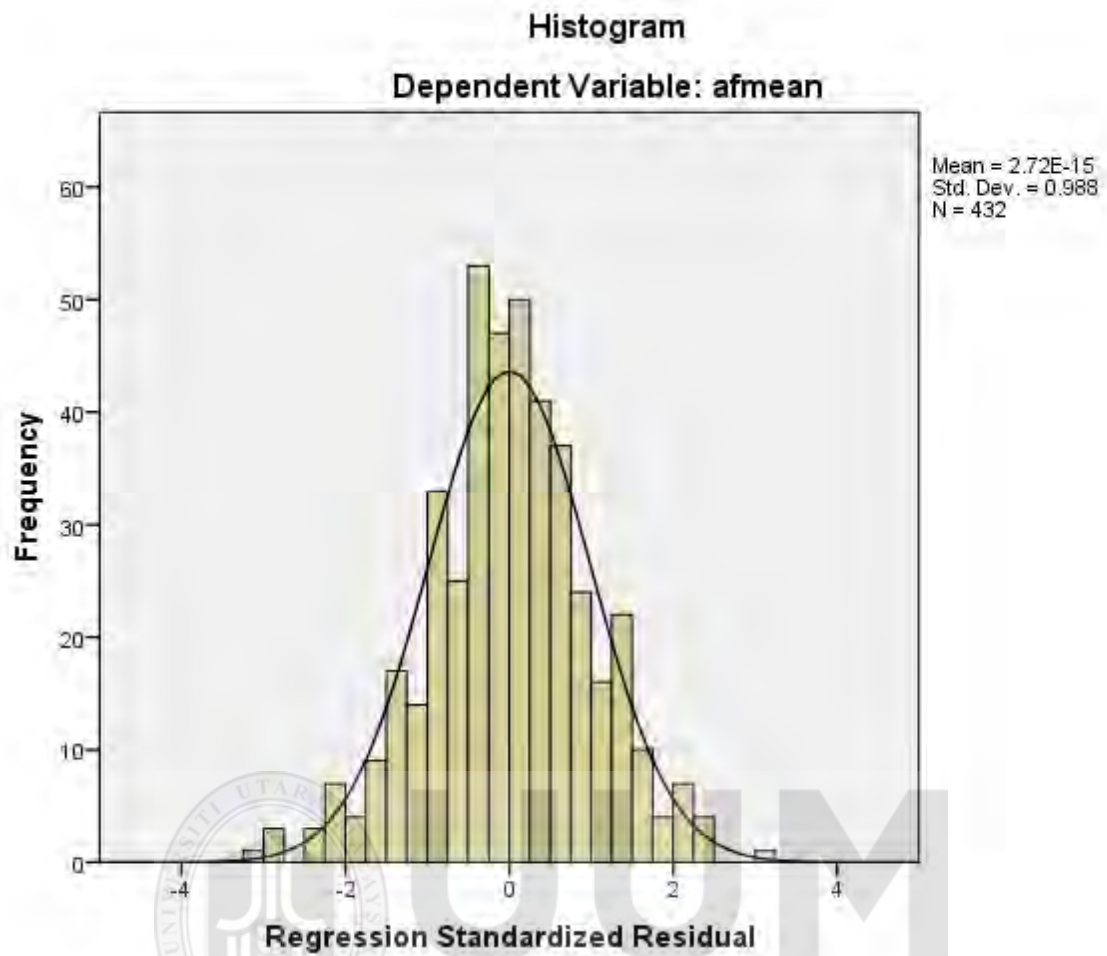


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: wlmean



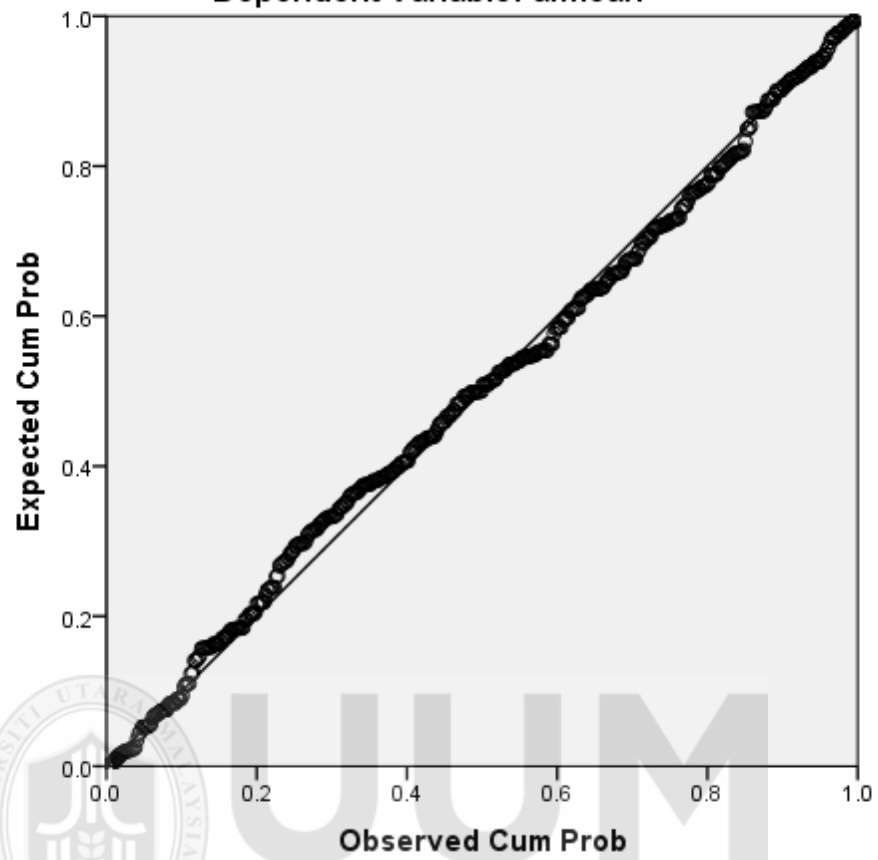


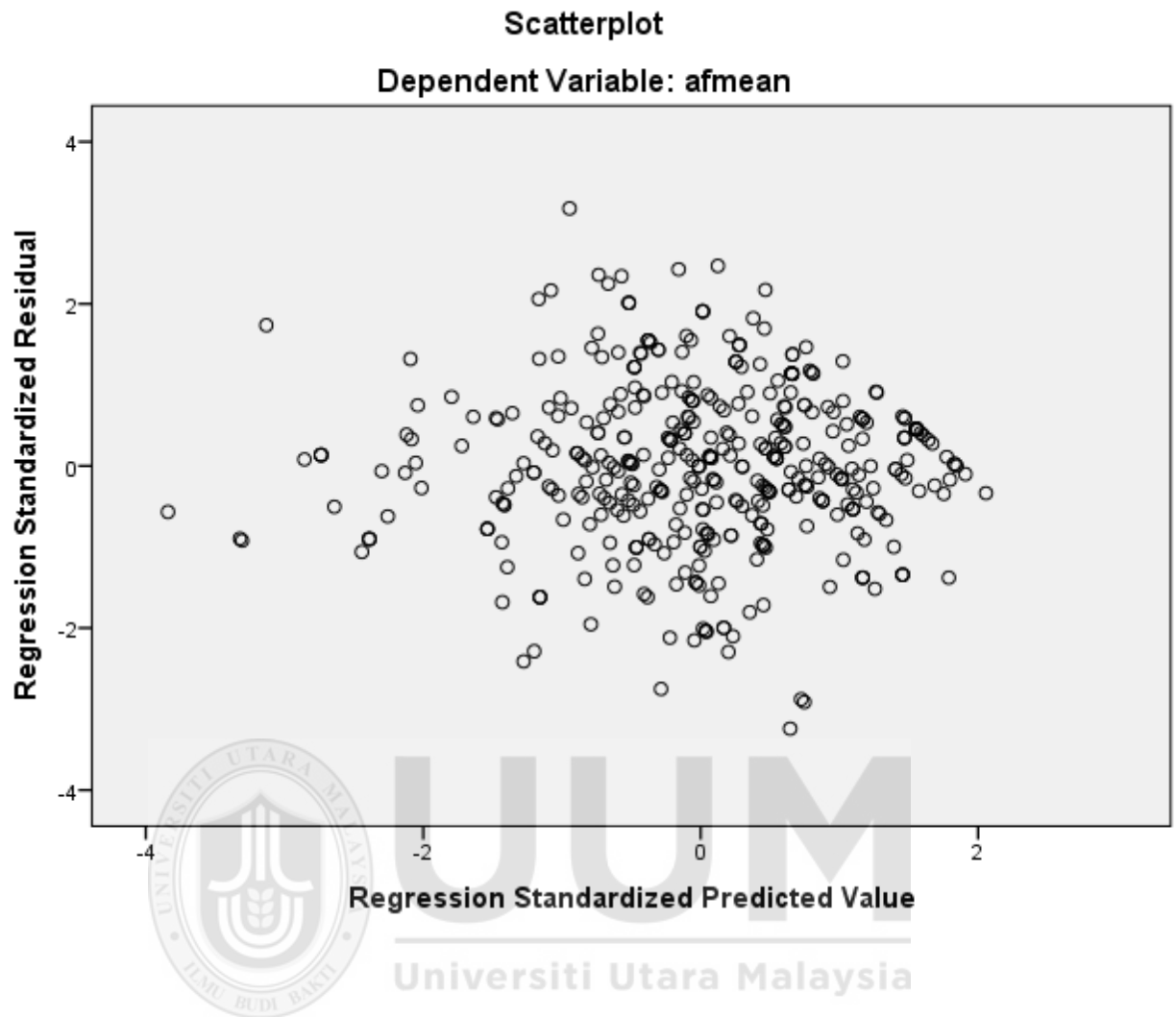


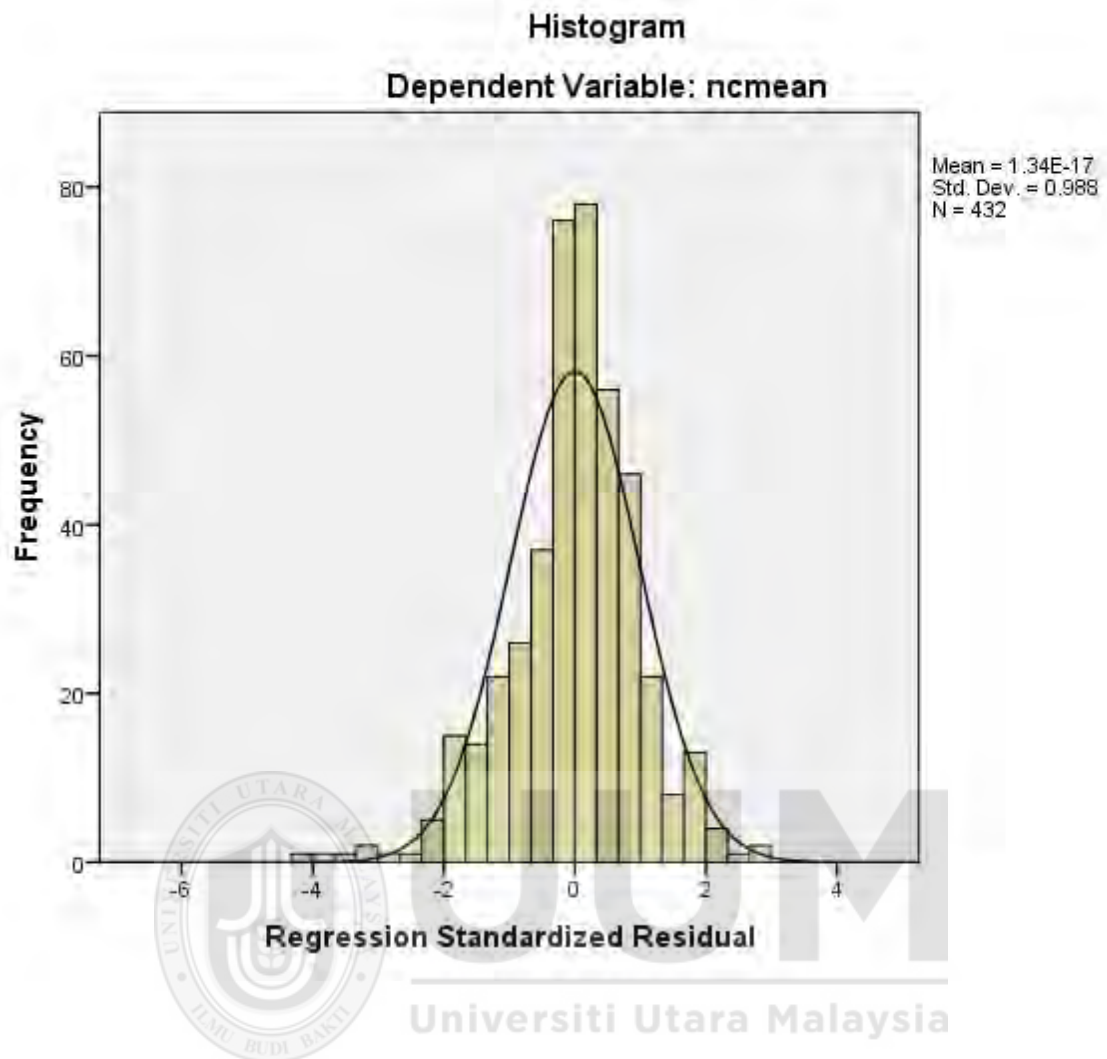
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Normal P-P Plot of Regression Standardized Residual

Dependent Variable: afmean

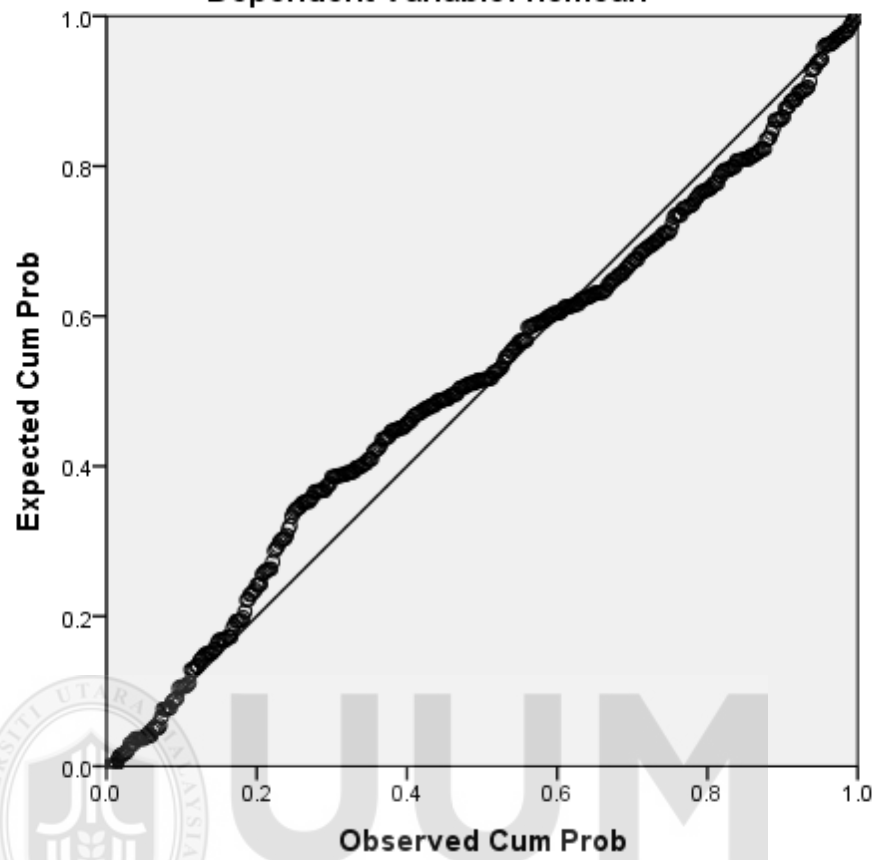


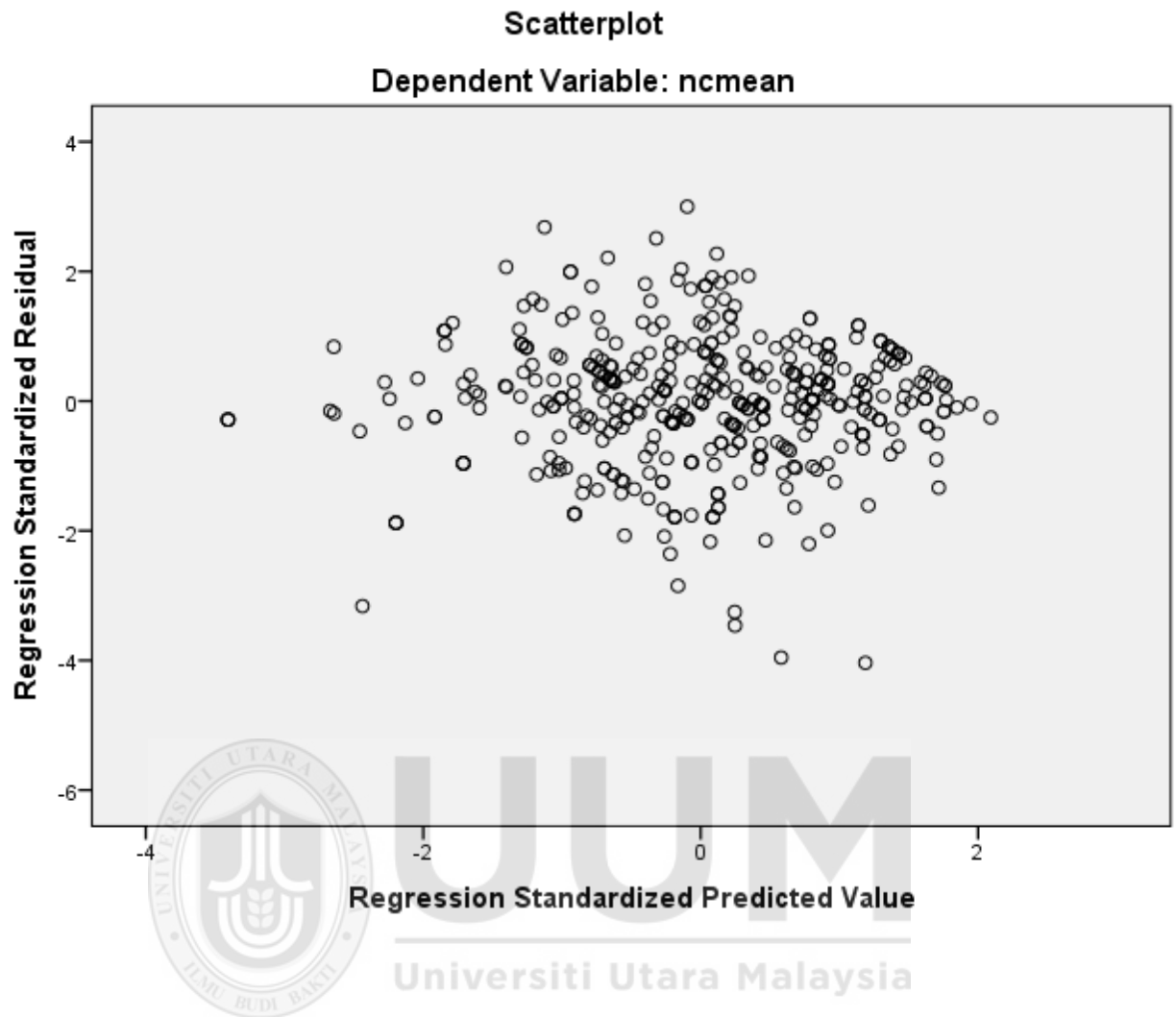


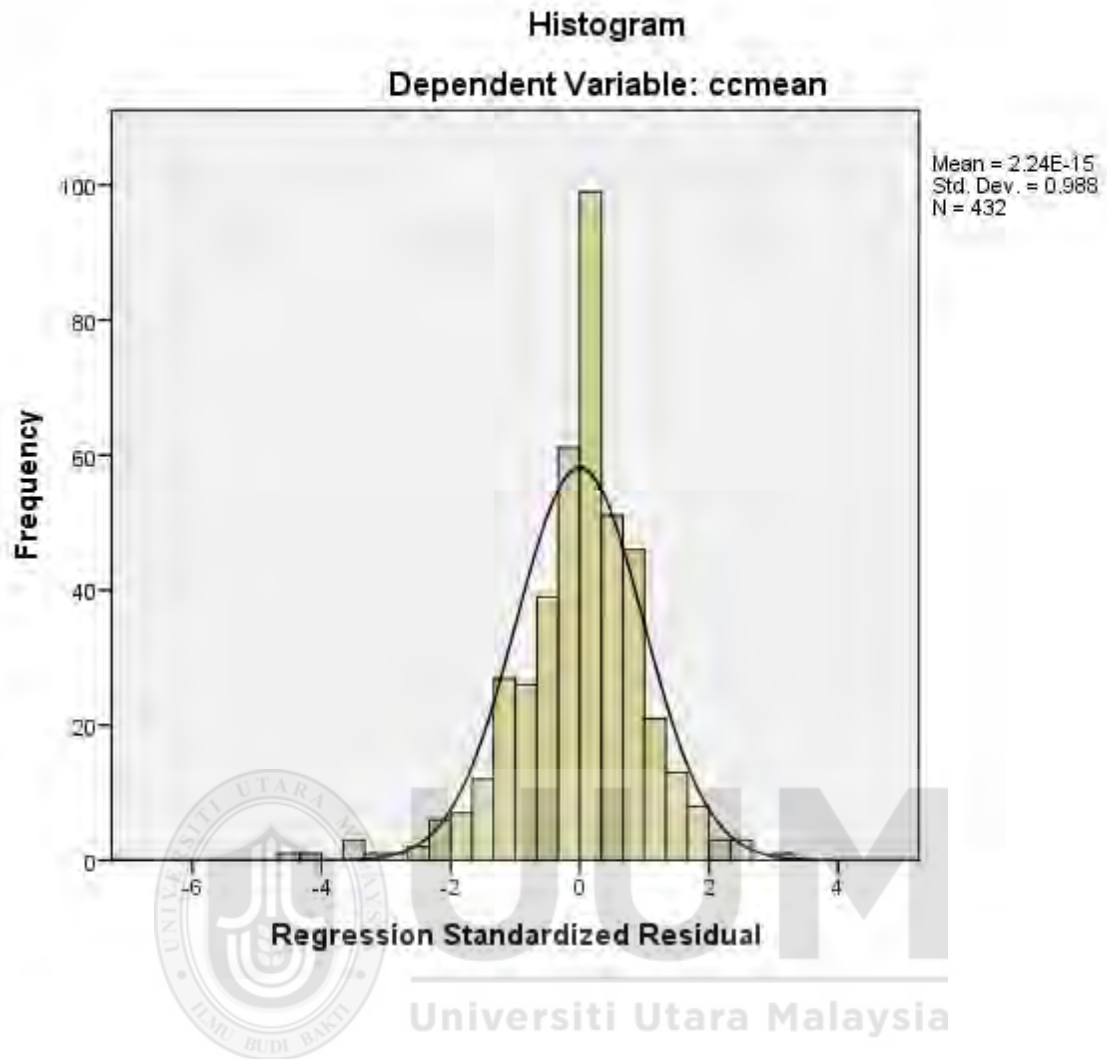


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: ncmean

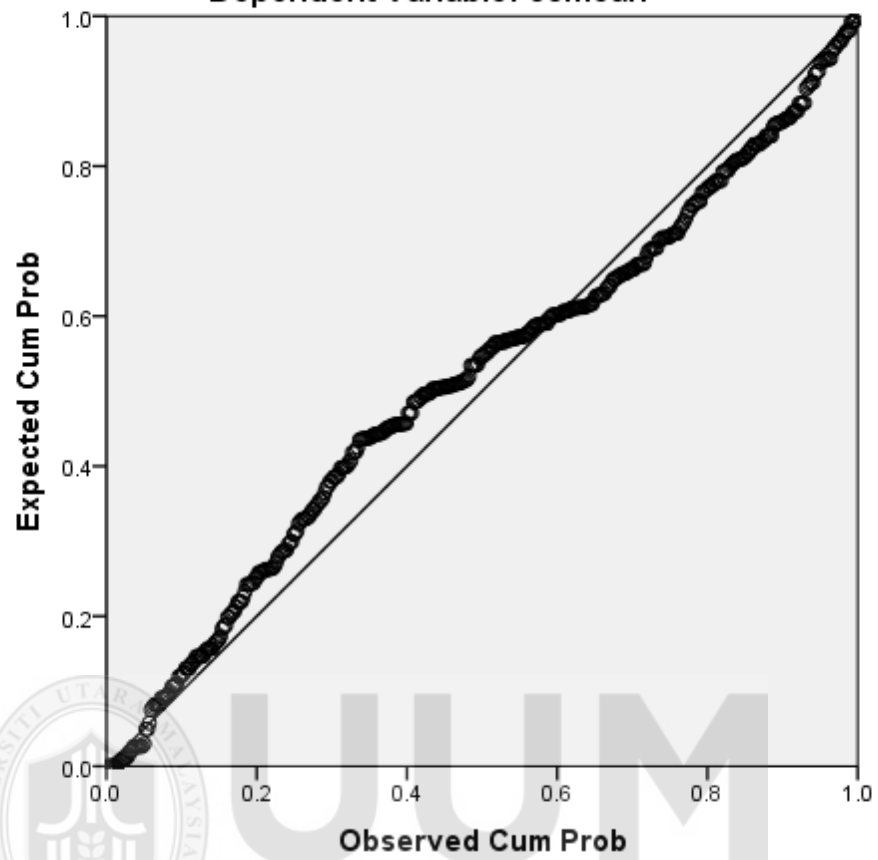


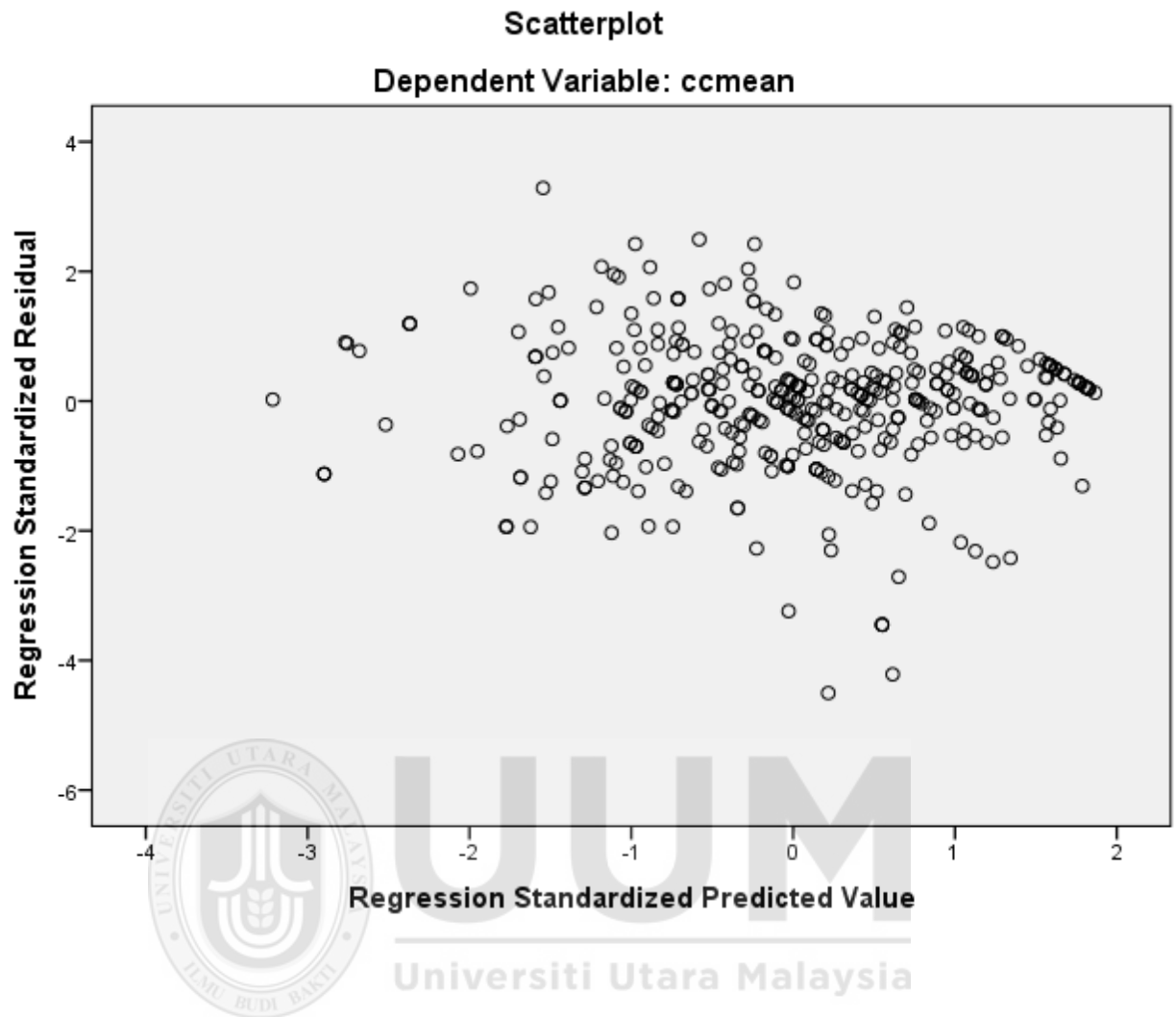


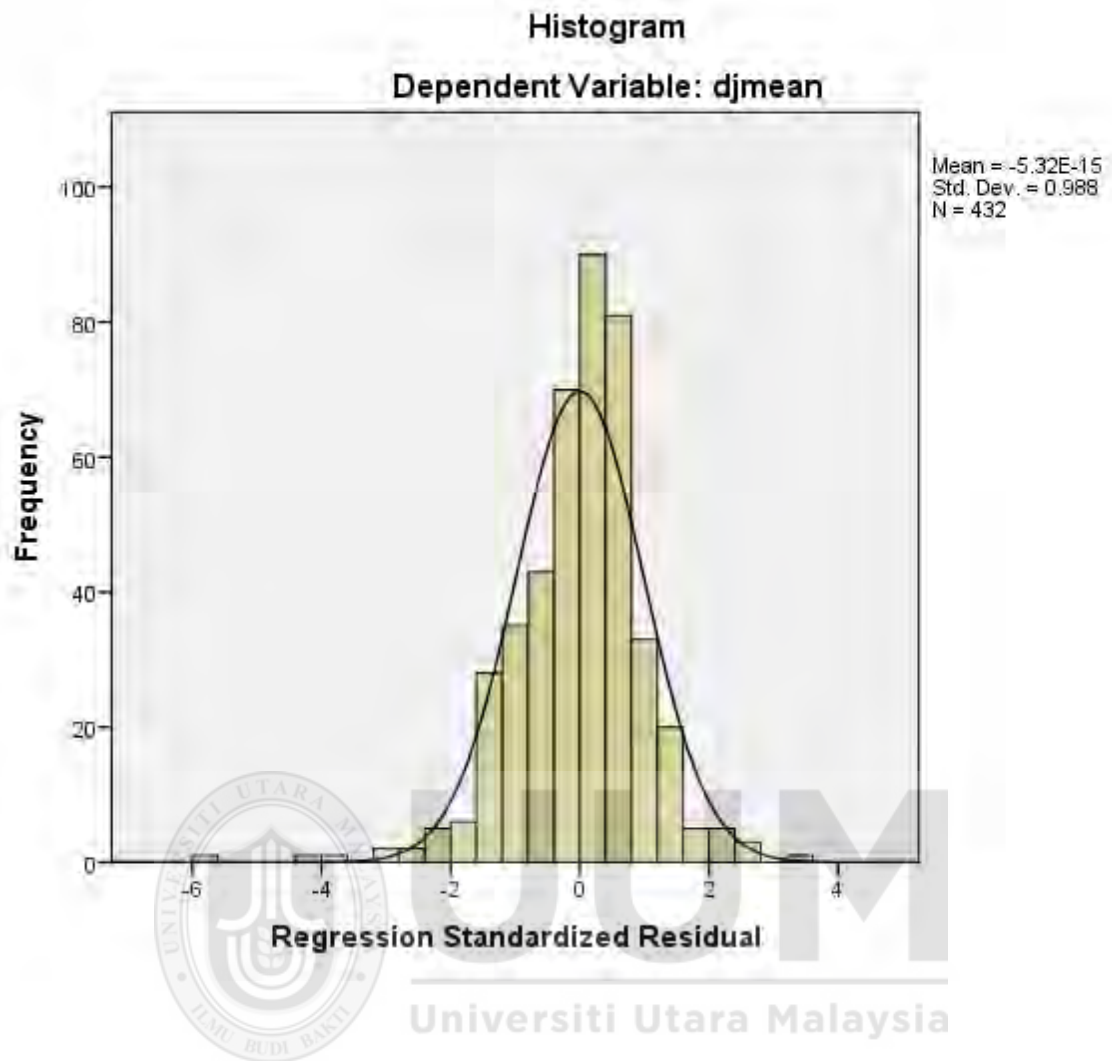


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: ccmean

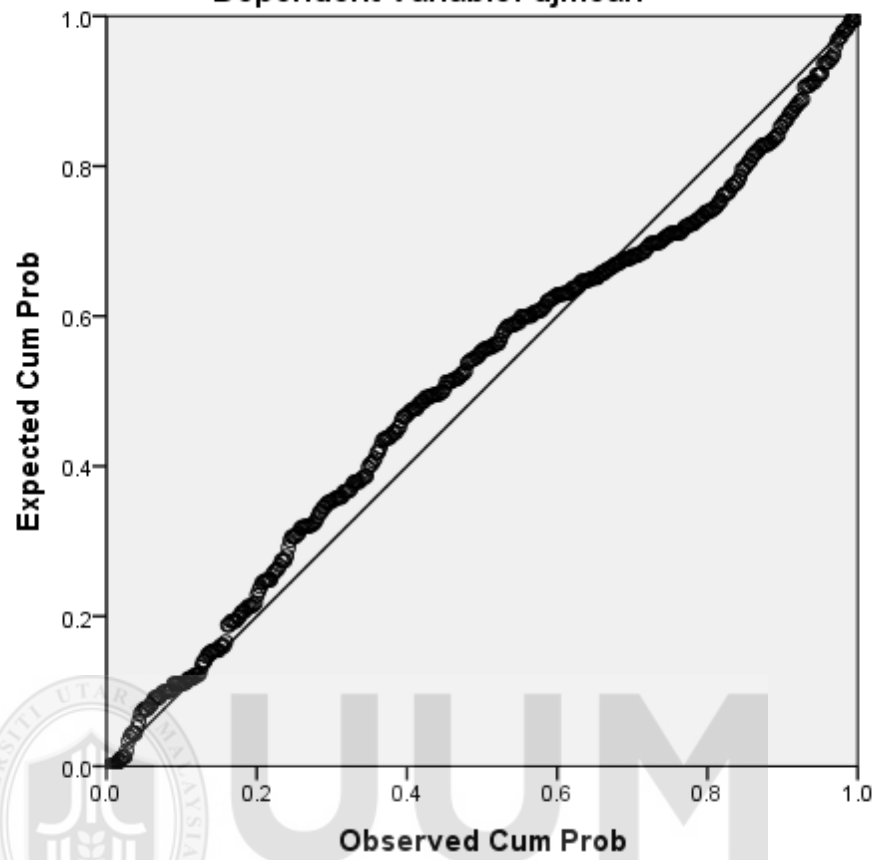


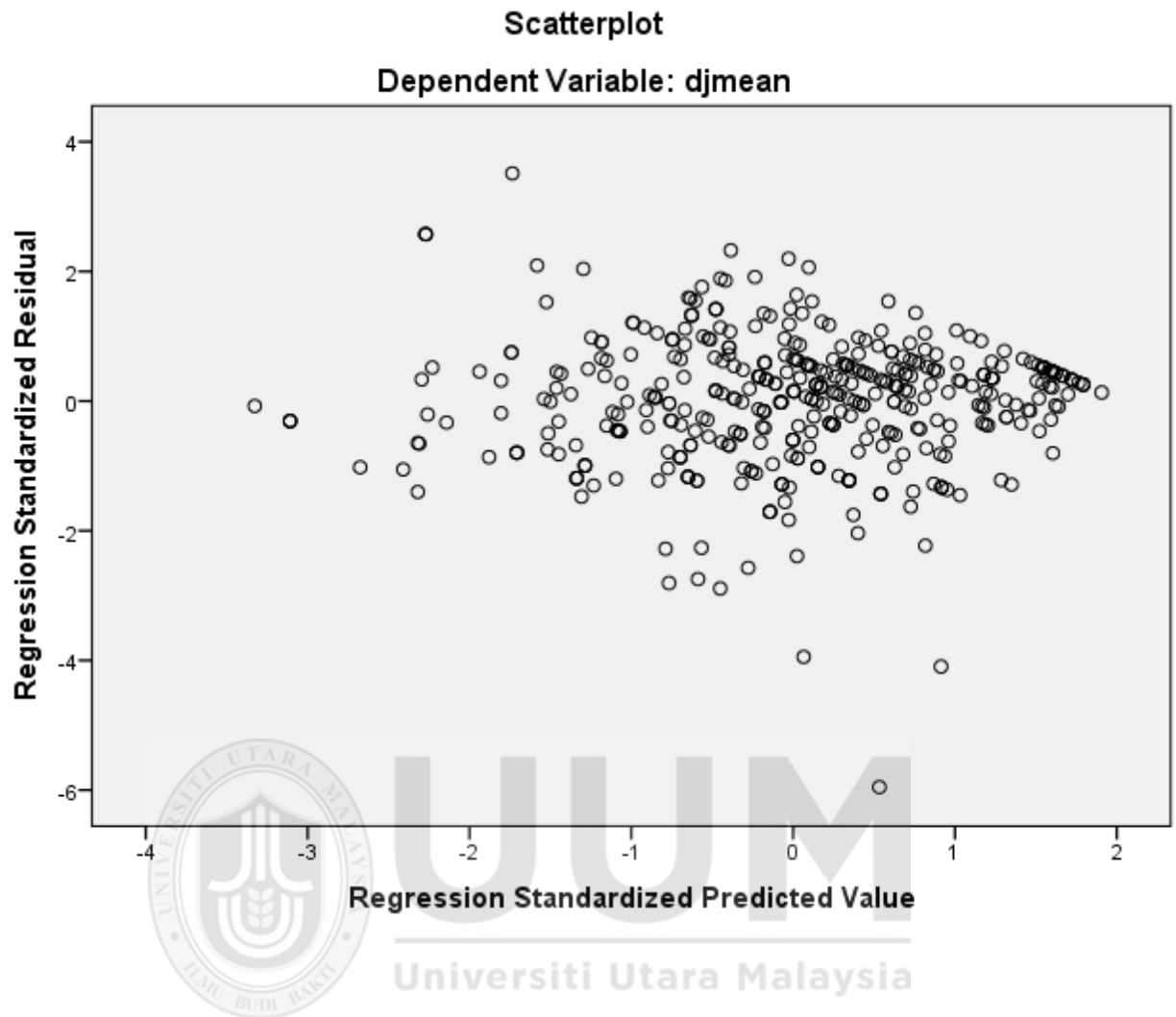


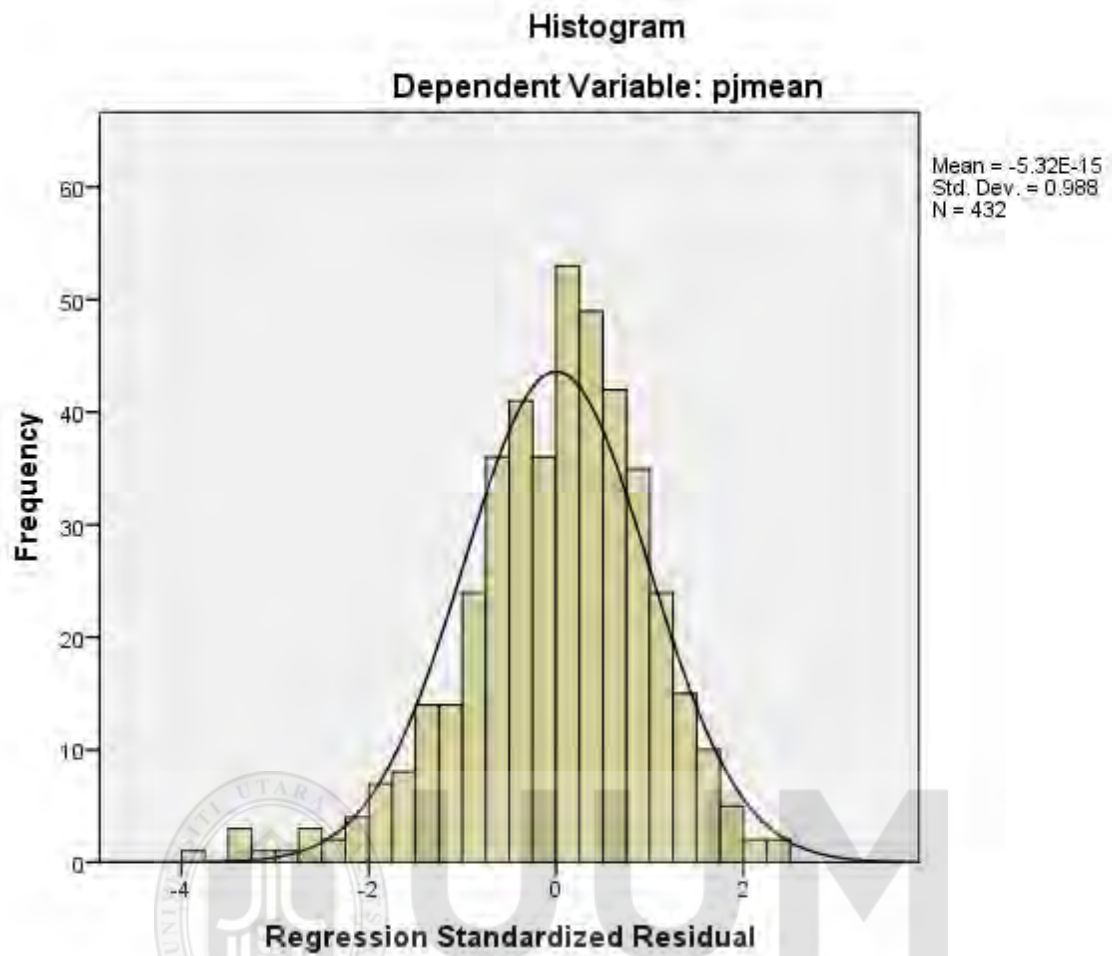


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: djmean



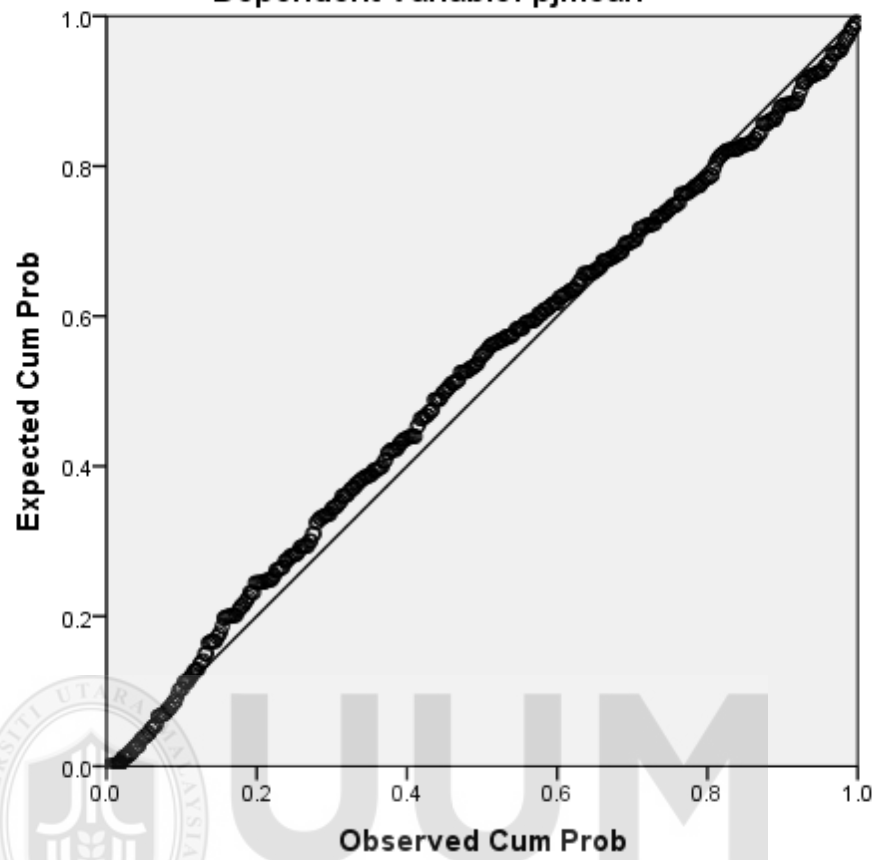


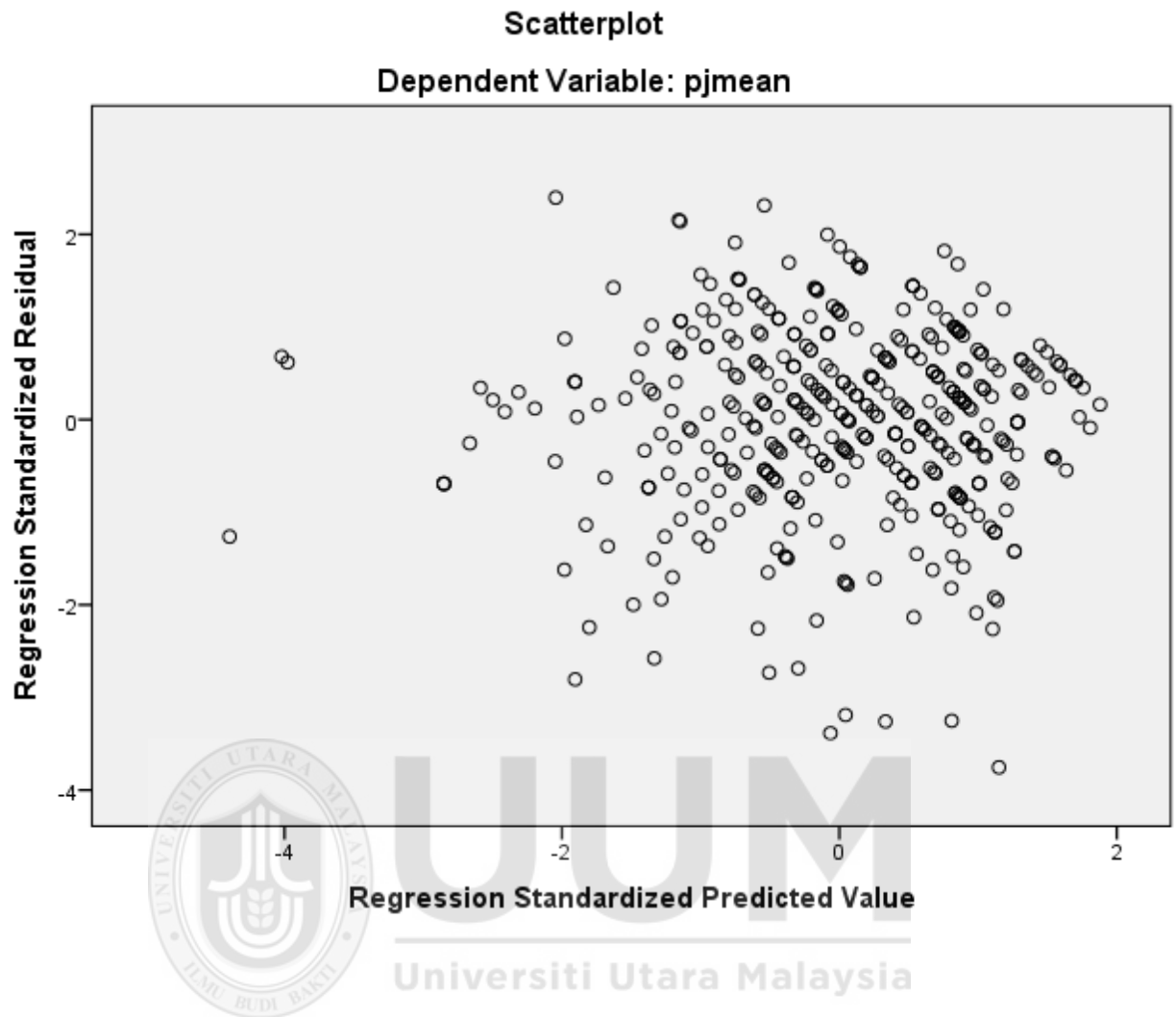


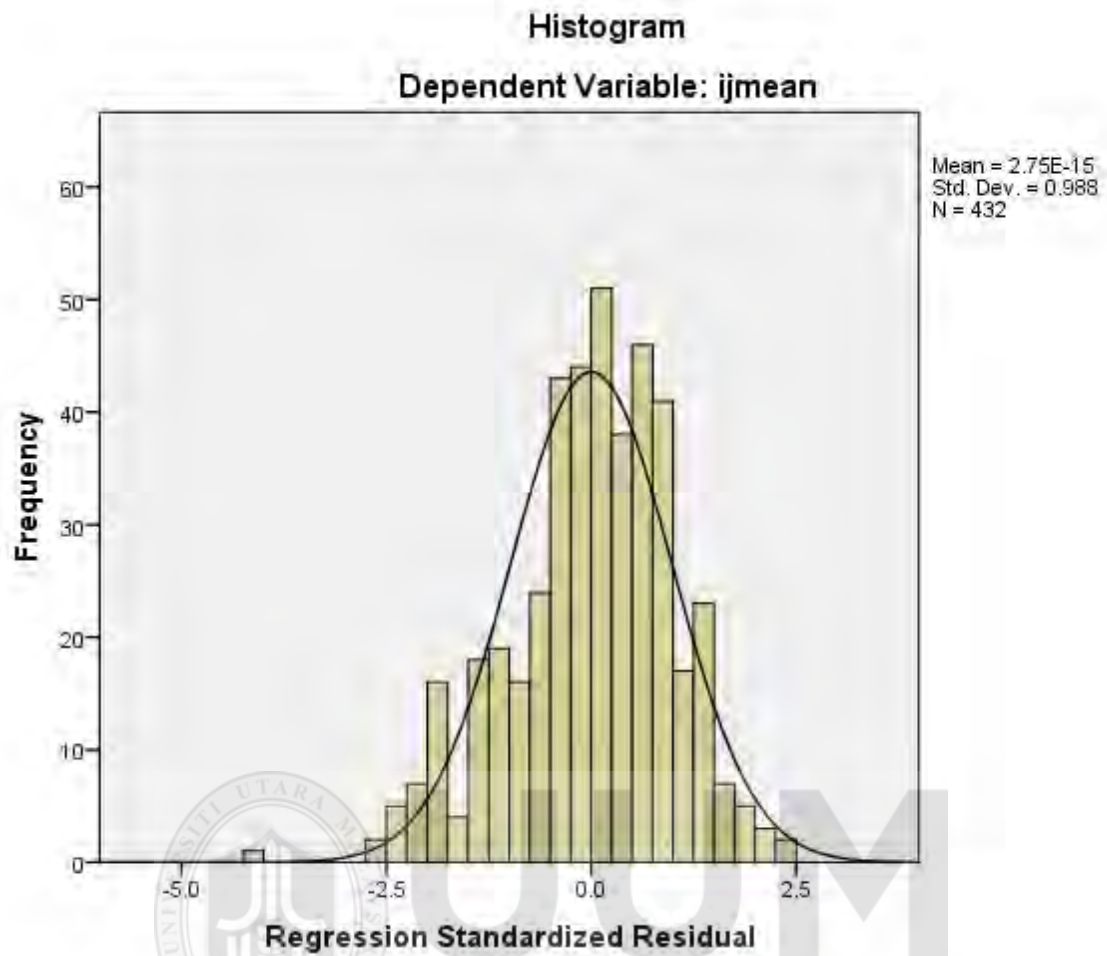
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Normal P-P Plot of Regression Standardized Residual

Dependent Variable: pjmean



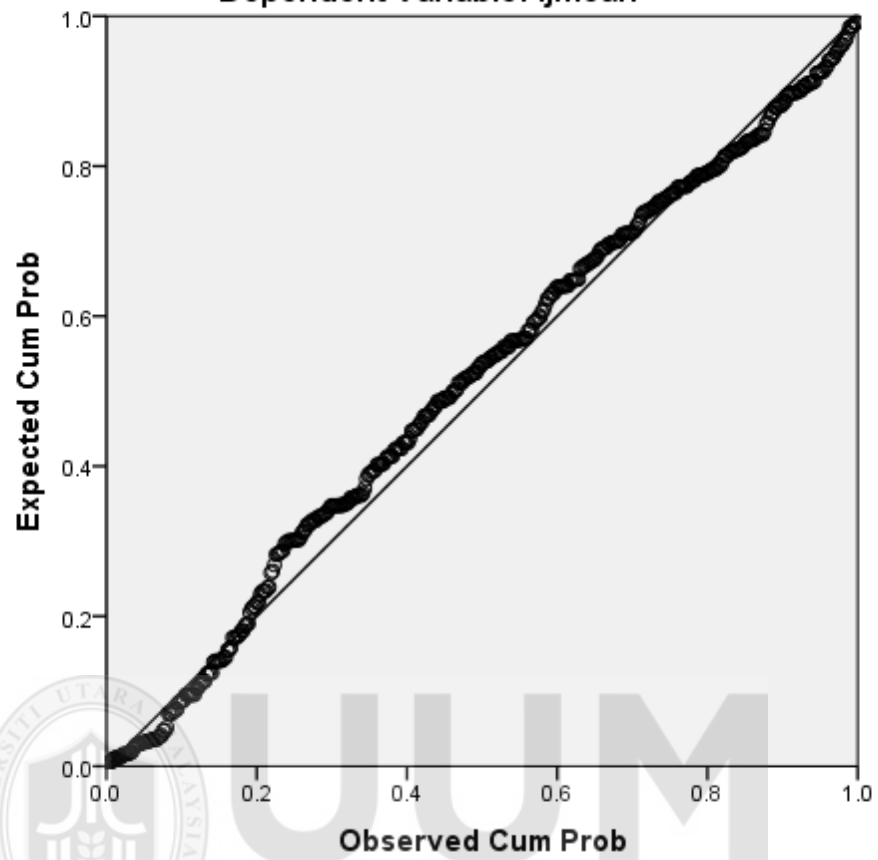


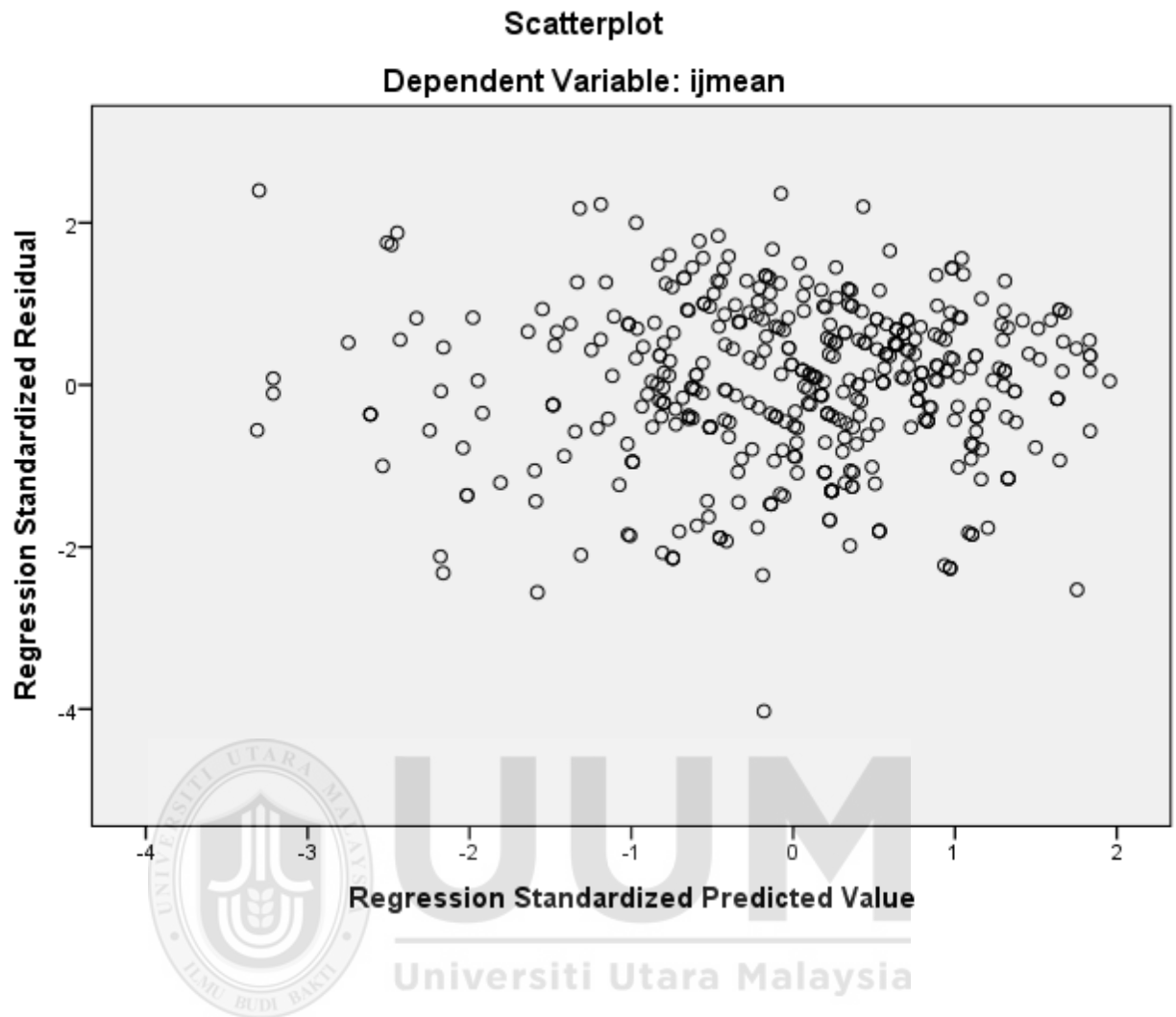


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Normal P-P Plot of Regression Standardized Residual

Dependent Variable: ijmean





APPENDIX E CROSSTABULATION

GENDER * taskperformance Crosstabulation			
			Total
GENDER	MALE	Count % within taskperformance	321 74.3%
	FEMALE	Count % within taskperformance	111 25.7%
Total		Count % within taskperformance	432 100.0%

GENDER * contextualperformance Crosstabulation

			Total
GENDER	MALE	Count % within contextualperformance	321 74.3%
	FEMALE	Count % within contextualperformance	111 25.7%
Total		Count % within contextualperformance	432 100.0%

AGE * taskperformance Crosstabulation

			Total
AGE	21-30 YEARS	Count	124
		% within taskperformance	28.7%
	31-40 YEARS	Count	175
		% within taskperformance	40.5%
	41-50 YEARS	Count	109
		% within taskperformance	25.2%
	51 YEARS AND ABOVE	Count	24
		% within taskperformance	5.6%
Total		Count	432
		% within taskperformance	100.0%

AGE * contextualperformance Crosstabulation

			Total
AGE	21-30 YEARS	Count	124
		% within contextualperformance	28.7%
	31-40 YEARS	Count	175
		% within contextualperformance	40.5%
	41-50 YEARS	Count	109

	% within contextual performance	25.2%
51 YEARS AND ABOVE	Count % within contextual performance	24 5.6%
Total	Count % within contextual performance	432 100.0%



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Universiti Utara Malaysia

QUALIFICATION * taskperformance Crosstabulation

			Total
QUALIFICATION	secondary certificate	Count % within taskperformance	25 5.8%
	diploma/NCE	Count % within taskperformance	171 39.6%
	degree/HND	Count % within taskperformance	127 29.4%
	masters degree	Count % within taskperformance	62 14.4%
	post graduate/ PGD	Count % within taskperformance	41 9.5%
	PhD	Count % within taskperformance	6 1.4%
Total		Count % within taskperformance	432 100.0%

QUALIFICATION * contextualperformance Crosstabulation

			Total
QUALIFICATION	secondary certificate	Count % within contextualperformance	25 5.8%
	diploma/NCE	Count	171

		% within contextual performance	39.6%
	degree/HND	Count % within contextual performance	127 29.4%
	masters degree	Count % within contextual performance	62 14.4%
	post graduate/ PGD	Count % within contextual performance	41 9.5%
	PhD	Count % within contextual performance	6 1.4%
Total		Count % within contextual performance	432 100.0%

EXPERIENCE * taskperformance Crosstabulation

			Total
EXPERIENCE	1-5 YEARS	Count % within taskperformance	115 26.6%
	6-10 YEARS	Count % within taskperformance	96 22.2%
	11-15 YEARS	Count % within taskperformance	78 18.1%
	16-20 YEARS	Count % within taskperformance	51 11.8%
	21-25 YEARS	Count % within taskperformance	71 16.4%
	26-30 YEARS	Count % within taskperformance	15 3.5%
	31 YEARS ABOVE	Count % within taskperformance	6 1.4%
Total		Count % within taskperformance	432 100.0%

EXPERIENCE * contextualperformance Crosstabulation

			Total
EXPERIENCE	1-5 YEARS	Count % within contextualperformance	115 26.6%
	6-10 YEARS	Count % within contextualperformance	96 22.2%
	11-15 YEARS	Count % within contextualperformance	78 18.1%
	16-20 YEARS	Count % within contextualperformance	51 11.8%
	21-25 YEARS	Count % within contextualperformance	71 16.4%
	26-30 YEARS	Count % within contextualperformance	15 3.5%
	31 YEARS ABOVE	Count % within contextualperformance	6 1.4%
Total			

	100.0%
--	--------

			Total
STATUS	SINGLE	Count % within taskperformance	118 27.3%
	MARRIED	Count % within taskperformance	314 72.7%
Total		Count % within taskperformance	432 100.0%

STATUS * contextualperformance Crosstabulation

			Total
STATUS	SINGLE	Count % within contextualperformance	118 27.3%
	MARRIED	Count % within contextualperformance	314 72.7%
Total		Count % within contextualperformance	432 100.0%

Natureofjob * taskperformance Crosstabulation

			Total
Natureofjob	administrative/ professional class	Count % within taskperformance	151 35.0%
	executive/ technical class	Count % within taskperformance	101 23.4%
	secretarial class	Count % within taskperformance	93 21.5%
	clerical/junior technical/ sub- technical class	Count % within taskperformance	56 13.0%
	Miscellaneous	Count % within taskperformance	31 7.2%
Total		Count % within taskperformance	432 100.0%

			Total
Natureofjob	administrative/ professional class	Count % within contextualperformance	151 35.0%
	executive/ technical class	Count % within contextualperformance	101 23.4%
	secretarial	Count	93

	Class	% within contextual performance	21.5%
	clerical/junior technical/ sub- technical class	Count % within contextual performance	56 13.0%
	Miscellaneous	Count % within contextual performance	31 7.2%
Total		Count % within contextual performance	432 100.0%

			Total
Department	admin and supplies/ human resource mgt dept	Count % within task performance	141 32.6%
	finance and account dept	Count % within task performance	117 27.1%
	planning, research and statistics	Count % within task performance	92 21.3%
	Others	Count % within task performance	82 19.0%
Total		Count % within task performance	432

Department * contextualperformance Crosstabulation

			TOTAL
Department	admin and supplies/ human resource mgt dept	Count % within contextualperformance	141 32.6%
	finance and account dept	Count % within contextualperformance	117 27.1%
	planning, research and statistics	Count % within contextualperformance	92 21.3%
	Others	Count % within contextualperformance	82 19.0%
Total		Count % within contextualperformance	432 100.0%

Position * taskperformance Crosstabulation

			Total
Position	junior staff	Count	164
		% within taskperformance	38.0%
	senior staff	Count	132
		% within taskperformance	30.6%
	mgt/ admin staff	Count	84
		% within taskperformance	19.4%
	Directorate	Count	52
		% within taskperformance	12.0%
Total		Count	432
		% within taskperformance	100.0%

Position * contextualperformance Crosstabulation

			Total
	junior staff	Count	164
	senior staff	% within contextualperformance	38.0%
	mgt/ admin staff	Count	132
		% within contextualperformance	30.6%
		Count	84
		% within contextualperformance	19.4%

Total	Directorate	Count	52
		% within contextual performance	12.0%
		Count	432
		% within contextual performance	100.0%



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Decision on PhD Proposal Defense by the Panel Reviewers Committee



UUM
Universiti Utara Malaysia

Tel: 604-928 7751/7752
Faks (fax): 604-928 7799
Laman Web (Web): www.qsgsg.uum.edu.my

Our Ref: UUM/COLGIS/GSGSG/PEL: 99024
Date : August 7, 2016

Dear Sir/Madam

This is to certify that **Isah Baba Abubakar (Matric No: 99024)** is a postgraduate student in Doctor of Philosophy (Public Administration) at the College of Law, Government and International Studies of Universiti Utara Malaysia (UUM).

College	: College of Law, Government & International Studies
Admission Session	: Sep 2015/2016 (A151)
Current Session	: Feb 2015/2016 (A152)
Number of Current Semester	: 2
Programme Structure	: Research
Research Title	: Effects Of Motivation, Working Condition and Organizational Commitment on Performance of civil Service in Nigeria
Main Supervisor	: Dr. Haji Sabarani Ghazali

Please be informed that this student has defended his proposal for Ph.D on July 18, 2016 at UUM, Sintok, Kedah. He has passed with minor correction. **His proposal correction has been approved on August 4, 2016.**

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully

(JAMILAH BINTI SAMSUDIN)
Principal Assistant Registrar
Tel: 04-9287752/Fax : 04-9287799
E-mail: sjamilah@uum.edu.my

C.C. - Dr. Haji Sabarani Ghazali (supervisor)

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix G

Letter of Introduction for the Purpose of Data Collection



GHAZALI SHAFIE GRADUATE SCHOOL OF GOVERNMENT
UUM Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel: 604-928 7751/7752
Faks (Fax): 604-928 7799
Laman Web (Web): www.gsgsg.uum.edu.my

"KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI"

Reference No. : UUM/COLGIS/GSGSG/99024
Date : August 9 , 2016

TO WHOM IT MAY CONCERN

Sir/Madam

DATA COLLECTION FOR PH.D THESIS

This is to certify that **Isah Baba Abubakar** (Matric Number : **99024**) is a full time Doctoral student at Universiti Utara Malaysia, Sintok, Kedah.

He needs to collect data for his research in order to fulfill the requirements of his programme.

We duly hope that your organization will be able to assist him in getting the necessary information for his research.

Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully,


(JAMILAH BINTI SAMSUDIN)

Principal Assistant Registrar

On behalf of Dean

Ghazali Shafie Graduate School of Government

Tel : 04-9287752 Fax: 04-9287799

Email : sjamilah@uum.edu.my

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix H

Request for Permission to Collect Data

Abubakar Isah Baba,
Public Administration Department,
Umaru Ali Shinkafi Polytechnic,
Sokoto State Nigeria,
2nd February 2018.

Office of The Head of Service,
Sokoto State.

Sir,

Permission for Data collection

I hereby write to request for permission to collect data from the Sokoto State Civil Servants. This is in respect to my PhD research topic titled "The influence of Perceived organizational justice on the effects of motivation, working condition and organizational commitment on performance of civil service in Nigeria". I appreciate it, if you would assist me and allow me to collect this useful information. All information provided will be treated as private, confidential and will be solely used for academic purposes.

Thank you.

Yours sincerely,

Abubakar Isah Baba
PhD Research Candidate,
Universiti Utara Malaysia
Tel: (+234) 8030510113
E-mail: isah377@gmail.com

APPENDIX I
Letter of Permission to collect Data from Ministries



OFFICE OF THE HEAD OF CIVIL SERVICE

Administration & General Services Department Cabinet Office, Sokoto

Email: hssokoto@yahoo.com

Usman Faruk Secretariat,
P.M.B. 2101, Sokoto

Our Ref: HS/ADM/S/101/VOL II

Your Ref:

Date: 03/02/18

Abubakar Isa Baba,
Public Administration Department,
Umar Ali Shinkafi Polytechnic Sokoto,
Sokoto State,
Nigeria.

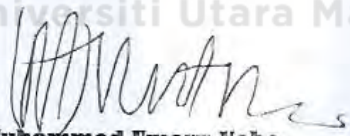
RE: REQUEST FOR PERMISSION FOR COLLECTION OF DATA

In respect to your letter dated 2nd February 2018, requesting for permission to distribute and collect data from Sokoto State Government Employees, I am directed to inform you that the Office of Sokoto State Head of Civil Service has approved your request. Therefore, by the content of this letter, you are permitted to distribute and collect data from employees of the following Ministries: -

1. Ministry of Agriculture
2. Ministry of Animal Health
3. Ministry of Basic Education
4. Ministry of Budget and Economic Planning
5. Ministry of Commerce
6. Ministry of Environment

SECRET

7. Ministry of Finance
8. Ministry of Health
9. Ministry for Higher Education
10. Ministry of Home Affairs
11. Ministry of information
12. Ministry of Justice
13. Ministry of Lands Housing and Survey
14. Ministry for Local Government
15. Ministry for Rural Development
16. Ministry for Religious Affairs
17. Ministry for Social Welfare
18. Ministry of Youth and Sport Development
19. Ministry of Science and Technology
20. Ministry of Works and Transport
21. Ministry of Water Resources
22. Ministry of Women and Children
3. Also, the Office of the Head of Civil Service is wishing you a success in your academic endeavors.
4. Thank you.


Dr. Muhammad Umaru Yabo
Director Administration
For: Head of Civil Service